

WORK FORCE RESTRUCTURING PLAN

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EXECUTIVE SUMMARY

This Department of Energy-Oak Ridge Operations Work Force Restructuring Plan is a vision of change for the Oak Ridge Reservation, the local community, and the surrounding region necessitated by the nation's reduced defense requirements. The plan is responsive to Section 3161 of the National Defense Authorization Act of FY 1993, and it provides the basis for the transition of advanced manufacturing skills in operations, maintenance, and management from national defense missions to the support of private industry.

A total of 865 positions will be eliminated in FY 1993 at two Department of Energy facilities located in Oak Ridge, Tennessee: 765 at the Y-12 Plant and 100 at the Oak Ridge National Laboratory. Provisions are made for outplacement, retirement incentives, retraining, and relocation of the workers affected by the FY 1993 reductions at Oak Ridge Operations. Training programs target all affected classifications and payrolls, as well as the community. These programs include development of skills needed in the areas of manufacturing, electrical and electronics, environmental restoration, administrative technologies, police/law enforcement work, emergency medical technicians, paramedics, and laboratory analysts. Continuing education through college programs is also offered. Employees remaining on the payroll would require assessment and possible retraining for internal transfer or outplacement. To align for new missions and avoid further reductions, up to 450 employees in the retained work force would receive some retraining.

In addition, during the start-up phases of the Manufacturing Skills Campus, up to 200 employees of area and regional manufacturing firms would receive reduced cost maintenance, operations, and technical training as part of the development process of establishing a regional manufacturing skills campus at the Y-12 Site. Thus, a total of approximately 1000 persons would benefit directly from the retraining provided by this Work Force Restructuring Plan. Training programs began as early as July 1993 and would continue through September 1995. Continuing education will be available for up to 4 years.

The total cost of reduction and retraining of the affected workers is anticipated to be \$28.53 million through FY 1995, which includes funding for supplemental training, relocation, outplacement, retirement incentives, separation costs, community assistance, and displaced worker health benefits. The supplemental training portion is estimated at \$15.4 million, which would provide retraining to approximately 1000 persons in Oak Ridge and the region.

This plan has been developed based on and will require the following funding to be fully implemented:

(in thousands of dollars)

Separation	FY 1993 \$	FY 1994 \$	FY 1995 \$	Total \$
Y-12 Site	9,026	350	0	9,376
Oak Ridge National Laboratory	3,756	0	0	3,756
Total Separation Costs	12,782	350	0	13,132
Supplemental Retraining	2,872	9,419	3,103	15,394
Total Work Force Restructuring	15,654	9,769	3,103	28,526

This plan has been provided to the local and national stakeholders. Public meetings have been held in an effort to maintain a direct communications link between Oak Ridge Operations and the community. Comments to the plan and their subsequent responses are contained in Appendix N, Stakeholder Input.

It is the intent of Oak Ridge Operations, through the execution of this plan, to provide a smooth and successful transition from Defense Programs to new missions for both the affected workers and the community. The plan will be updated as new information becomes available and as missions, programs, and the availability of funding changes for the Oak Ridge Reservation.

1. INTRODUCTION

The National Defense Authorization Act of FY 1993, Section 3161, requires the Department of Energy to develop and deliver to Congress a plan for restructuring the work force for a defense nuclear facility whenever such a change is determined necessary, and to deliver this plan to Congress within 90 days of the public announcement of expected layoffs.

In accordance with this Act, this plan describes restructuring and retraining efforts at the Oak Ridge facilities to meet future Department of Energy missions and needs of the local community. It also describes the consultation process the Department of Energy Oak Ridge Operations Office has implemented to ensure that area stakeholders have an opportunity to participate in the work force restructuring planning, including the development of this plan.

The Department of Energy Y-12 Plant, managed by Martin Marietta Energy Systems, Inc. (Energy Systems), has been a keystone in the nation's defense programs for 50 years, producing material and weapons components used in peacetime and war to protect this nation. The Y-12 Plant continues to maintain its defense program roles in weapons dismantlement and storage, enriched uranium and lithium processing, nuclear materials storage, stockpile quality evaluation, and associated technology support.

The need for these materials has steadily declined since January 1992 when the Administration determined new weapons systems were no longer needed, and the resulting shifts in national missions have had a strong impact on defense plants nationwide. In September 1992, the Y-12 work force was reduced by 800 positions. On April 30, 1993, the Department of Energy announced that 765 more positions at the Y-12 Plant would be cut effective September 30, 1993. Layoff notices were issued to 255 individual workers on July 30, 1993.

The majority of the 1992 cutbacks were offset by voluntary reductions in force and transfers to other Department of Energy facilities. While similar efforts will be made during this second major cutback, a larger percentage of the workers will be adversely affected by the reduction this year.

The Department of Energy Oak Ridge National Laboratory, also managed by Energy Systems, is a multiprogram research facility whose primary mission is to perform research and development in support of the nonweapons roles of the Department of Energy. Core technologies at the Laboratory include energy production, conservation, and utilization technologies; materials sciences and engineering; physical, chemical, and engineering sciences; biological and life sciences; environmental sciences and technologies; computational sciences; and manufacturing sciences and technologies. Because of cancellation or funding loss in specific programs at the Laboratory, a reduction of approximately 100 research and

development support staff jobs was announced on June 3, 1993. Layoff notices were also given to 11 Oak Ridge National Laboratory salaried employees on July 30, 1993.

The Laboratory has not experienced a multiprogram reduction since October 1990 when 130 jobs were affected. As at the Y-12 Plant, this number was offset by transfers within the Laboratory and Energy Systems and by voluntary reductions in force. Maximum efforts will be made by Energy Systems to assist affected workers again this year. A voluntary reduction in force program has been approved by the Oak Ridge Operations Office for implementation at the Laboratory.

Appendix A, *Energy Systems Impacted Positions*, lists the numbers and categories of impacted positions.

The Department of Energy has assessed the possible impacts of the FY 1994 budget on its other Oak Ridge contractors. MK-Ferguson of Oak Ridge, construction management contractor, employs approximately 250 salaried employees and 350-400 direct hire and subcontractor construction craft workers. Preliminary projections in February 1993 indicated that the Department of Energy's budget reductions for Defense Programs could result in a reduction of up to 200 MK-Ferguson employees and its subcontractors.

After a review of the Department of Energy's current workload projections for its construction and construction management services required for FY 1994, it is expected that the FY 1994 construction workload will remain relatively constant with the \$60 million currently projected for FY 1993. This workload is primarily attributable to decreases in Defense Programs construction activity being offset by increases in other areas, including environmental restoration/waste management construction activity. Therefore, it was concluded that the reductions in the proposed Energy Systems activities for FY 1994 will have minimal impacts on MK-Ferguson and its subcontractor levels of employment. In reaching this conclusion, it was assumed that the ratio of subcontracted and direct-hire work (i.e., all work managed by MK-Ferguson) will remain essentially unchanged. It should also be noted that MK-Ferguson initiated a significant reduction in force in late 1992 in response to a forecasted reduction in construction activity and has maintained a selected staff hiring freeze since that time.

No direct impacts on Energy Systems or MK-Ferguson subcontractors have been identified to date in relation to the planned reductions at Y-12 and Oak Ridge National Laboratory. The Department of Energy will continue to assess potential impacts on both subcontractor and prime support service contractor employment in the Oak Ridge area. Appropriate action will be considered if such impacts are identified.

A multipronged approach will be taken to reduce the impact of involuntary reductions in force as a result of defense program budget cuts. It will include:

- (1) internal transfers to job openings within Energy Systems where employees can perform the work required with minimal retraining or orientation;
- (2) a voluntary reduction in force program to encourage all Oak Ridge employees who are contemplating retirement or separation from Energy Systems to do so, if by volunteering they "save" the job of another employee who would not have otherwise been retained, thereby reducing the need for involuntary reductions;
- (3) a retraining program for both internal and external job opportunities based on an area needs analysis;
- (4) outplacement assistance for all affected employees to maximize job placement external to Energy Systems when internal placement or retraining programs are not applicable; and
- (5) consultation and coordination with the community and area stakeholders to ensure that all avenues of available assistance to affected workers are explored.

It had initially been estimated that approximately 250 Y-12 employees and a majority of the affected Laboratory employees will be granted voluntary reductions in force or will be transferred internally to other positions within Energy Systems that require minimal retraining. As of August 10, 1993, 113 Y-12 employees have been granted voluntary reductions in force, and 242 Y-12 employees have been transferred to other Energy Systems jobs. In addition, as of August 10, 1993, 42 Oak Ridge National Laboratory employees have been granted voluntary reductions in force, and 12 Oak Ridge National Laboratory employees have been transferred to other Energy Systems jobs. Since efforts to assist affected workers are continuing, it should be noted that these totals will change further during the rest of the year.

All affected employees are potential candidates for retraining programs described in detail in Appendix B, *Y-12 Plant Human Resources Transition Plan Excerpts*. Work for others and technology transfer initiatives could reduce the impact on the remaining affected employees. As new opportunities or areas of assistance are identified to aid in the restructuring process, they will be identified in plan revisions.

2. COMMUNITY AND STAKEHOLDER INVOLVEMENT

Loss of jobs resulting from the inability to place or retrain all displaced defense workers will affect the East Tennessee area. The Department of Energy is committed to minimizing the impact of the employment reductions on workers and surrounding communities. Coordination with all stakeholders, government and nongovernment, to provide a smooth, cost-effective transition is under way.

The first step in community involvement was identifying the stakeholders, who include prime contractors and subcontractors, state and local governments, chambers of commerce, community leaders, union representatives, educators, business and commercial leaders, citizens groups, and local media. Joe La Grone, Manager, Oak Ridge Operations Office, sent a letter on May 7, 1993 to 62 East Tennessee stakeholders inviting their participation and input to the work force restructuring process. The Roane-Anderson Economic Council was identified as the focal point in the community. The council agreed to take a lead coordinating role on behalf of community stakeholders to work with the Department of Energy and Energy Systems in developing this plan. (See Appendix C, *Letter dated May 7, 1993, from Oak Ridge Operations Office Manager Joe La Grone to List of Identified Community Stakeholders.*)

As an Oak Ridge Operations Office initiative, an Adjustment Assistance Coordinating Council was formed in April 1992 to coordinate assistance for the 1992 Y-12 work force reductions. This Council comprises representatives from the Department of Energy, Energy Systems, Atomic Trades and Labor Council, the International Guards Union of America, and other stakeholders. The Adjustment Assistance Coordinating Council provided the initial interaction with local government and community organizations and is continuing to provide assistance for the 1993 work force restructuring. It serves as the primary link to community involvement (through the Roane-Anderson Economic Council) in the restructuring process. The Council meets periodically to address issues and concerns of member groups and to provide status updates on work force restructuring initiatives.

Near-term initiatives of the Roane-Anderson Economic Council include:

- serve as a liaison between the region and the Department of Energy and its local contractors to develop plans and programs relating to the changing missions of the Department of Energy facilities and their impacts on communities in the region;
- as the lead consultation coordinator for regional stakeholders, work with the Adjustment Assistance Coordinating Council and local, state, and federal agencies to mitigate the adverse impacts on displaced workers and the communities in which they live;

- address the needs of displaced workers affected by changing missions at the Department of Energy facilities, analyzing workers' skills, identifying existing assistance programs, developing new programs to respond to specific needs and opportunities, applying for federal assistance to implement these programs, and coordinating activities to ensure effective and timely delivery of services;
- convene and coordinate an inclusive planning process to identify the need for longer term initiatives that can help diversify and strengthen the regional economy;
- implement local economic development efforts to find job opportunities for displaced workers and to create new job opportunities by attracting companies to the region, helping existing companies expand, and starting new, technology-oriented companies;
- help integrate these regional efforts with future Department of Energy plans and policies to ensure close public and private sector cooperation toward regional goals and objectives; and
- serve as liaison under the Department of Energy direction and guidance for all community stakeholders to address concerns and potential issues.

To augment the Roane-Anderson Economic Council's resources, the Oak Ridge Operations Office awarded a Federal Assistance Grant from Defense Program funds to enable the Council to fulfill its commitment to assist the Department of Energy in carrying out the above activities and assisting with the community consultation process required by Section 3161 of the FY 1993 National Defense Authorization Act. On May 21, 1993, the Oak Ridge Operations Office approved \$150,000 for use by the Roane-Anderson Economic Council in providing work force impact assistance for Oak Ridge workers, vendors, subcontractors, and area businesses as appropriate, who have been or will be affected by the local work force reductions.

In coordination with the Adjustment Assistance Coordinating Council, the Roane-Anderson Economic Council established a coalition of regional stakeholders named the Oak Ridge Regional Diversification Initiative. The principal focus of this Initiative is separate from the activities funded by the Oak Ridge Operations Office grant. The Initiative's focus is to formulate and implement strategies to address the broader local community economic impacts of the changing missions at the Oak Ridge Operations Office facilities. Participants in the Initiative include area chambers of commerce, regional development groups, educational institutions, local governments, and area businesses.

The Oak Ridge Regional Diversification Initiative will work with other community stakeholders in addressing longer term impacts resulting from workers being displaced by the changing missions of the Department of Energy. It will also support

regional efforts to strengthen and diversify the area economy to reduce the region's reliance on federally funded operations or any one industry type.

The Roane-Anderson Economic Council has initiated the following actions to date:

- hosted and participated in an area stakeholders meeting on May 27, 1993;
- performed an analysis of projected employment opportunities among employers in the region;
- assembled a working team of stakeholders to focus on (1) specific employment opportunities, (2) retraining efforts designed to prepare displaced workers for new careers, and (3) new opportunities for helping displaced workers start new businesses.
- A meeting was held May 28, 1993, with representatives from the Tennessee Department of Labor, Tennessee Department of Employment Security, the AFL-CIO liaison, and representatives from the Job Training Partnership Act Service Delivery Area #4. The purpose of the meeting was to obtain detailed information on work force restructuring assistance from other federal agencies, such as the Economic Development Administration (Department of Commerce), and the Small Business Administration, the Office of Economic Adjustment (Department of Defense), the Economic Dislocation and Workers Adjustment Assistance Act and the Job Training Partnership Act (Department of Labor), and the multi-agency Advanced Research Projects Agency through the Technology Reinvestment Project.
- On June 4, and June 28, 1993, meetings were held by the Roane-Anderson Economic Council with the Tennessee Representative of the Economic Development Administration and the Appalachian Regional Commission. The purpose of the meetings was to discuss a proposal for a 20-unit "incubator facility" in the Oak Ridge area. The Oak Ridge Chamber of Commerce is working with private industry to obtain non-Department of Energy funding for this incubator facility, which would assist small business startups. This incubator facility would provide management and administrative assistance as well as below-market rental property. In addition, the facility would also house a Telecommunications Resource Center that would greatly enhance the technological capabilities of the incubator tenants. Matching funds have been provided by private industry and the proposal is being submitted to the Economic Development Administration for additional funding needs.
- On July 9 and August 2, 1993, meetings were held at the Oak Ridge Chamber of Commerce with the Tennessee Small Business Administration, Tennessee Valley Authority, Energy Systems, Department of Energy and the Roane County Chamber of Commerce. These groups, along with labor organizations will co-sponsor a "Small Business Week" at the Y-12 Plant

September 13-17, 1993. Small business courses and individual consultations will be offered to Energy Systems employees; affected workers will be given priority consideration for course registration. Publications concerning small business startup will be provided by the Roane-Anderson Economic Council. In January 1994, the seminar will be expanded and offered to all Energy Systems employees and the community. These seminars represent an effort by the council to expand the economic base of the region and to lessen its dependency on Defense Programs funding.

In an effort to fully consult with area stakeholders and to pursue all identifiable sources of potential assistance for affected employees, representatives from the Oak Ridge Operations Office, Energy Systems, and the Atomic Trades and Labor Council met on April 26, 1993, with the Tennessee Department of Labor's Dislocated Workers Unit Rapid Response Team to learn about assistance programs available through the state. Attendees included John Bostic (Tennessee Department of Labor), Joy Margrave (Job Training Partnership Act Service Delivery Area #4), Libby Burchell (Tennessee Department of Employment Security/Economic Dislocation and Workers Adjustment Assistance Act coordinator), and Suzanne Coile (AFL-CIO liaison).

The Department of Labor's Service Delivery Area #4 office has reserved \$300,000 of Tennessee's Job Training Partnership Act, Title III funds to assist affected individuals when they are identified and certified as dislocated workers. These funds are available to provide tuition, books, and limited relocation assistance. Service Delivery Area #4 covers eight counties including Anderson and Roane where the Y-12 and Oak Ridge National Laboratory Department of Energy facilities are located. Because a significant portion of the affected workers live in Knoxville or Knox County (which are in Service Delivery Area #3), the manager of Service Delivery Area #4 is coordinating with the Service Delivery Area #3 office to obtain additional funds, if necessary. (See Appendix D Renfro letter, dated June 22, 1993.)

Additional activities involving community organizations and stakeholders include:

- Oak Ridge Environmental Peace Alliance and Roane-Anderson Economic Council coordinated meetings with Dr. William Weida, economist, May 20-21, 1993, to provide additional insight into the economic future of Oak Ridge.
- Meetings were held at the Oak Ridge Chamber of Commerce on April 28, May 12, and June 9 in coordination with the Roane-Anderson Economic Council and the Oak Ridge Regional Diversification Initiative. These meetings have focused on actions that could contribute to diversifying the regional economy.
- A meeting was held May 17, 1993, with representatives from James Clingman & Associates, Cincinnati, Ohio. They were asked to provide information from

their experience on retraining workers for new and changing jobs in a regional economy through effective linkages with local community colleges and business schools.

- On May 4, 1993, Private Industry Council Service Delivery Area #4 authorized funding for a National Electrical Code retraining program for Y-12 electricians not to exceed \$20,000 for classroom instruction and textbooks. This was further approved on May 5 with the Job Training Partnership Act approval in Kingston, Tennessee. The May 5 meeting resulted in the official request submittal to Bob Renfro, Private Industry Council.
- The draft Oak Ridge Operations Work Force Restructuring Plan was sent with a letter from Joe La Grone dated May 28, 1993, to the 62 local area stakeholders for review and comment. Input received by June 8, 1993, was reviewed and incorporated into the Oak Ridge Operations final draft Work Force Restructuring Plan dated June 14, 1993, or if not incorporated, a record of the basis for not including it has been maintained. Additional comments will be incorporated to the extent possible in future revisions of the plan. (See Appendix E, May 28 La Grone letter to stakeholders.)
- On June 24, 1993 a revised draft of the Work Force Restructuring Plan, dated June 14, 1993, was sent with a letter from Joe La Grone, Manager, Oak Ridge Operations to area stakeholders requesting further comments and suggestions. (See Appendix F, June 24 La Grone letter to stakeholders.)
- On July 19, 1993, a letter was sent to area stakeholders by Joe La Grone, Manager, Oak Ridge Operations inviting them to attend the August 3, 1993, local/national stakeholders meeting to be held in Oak Ridge at the American Museum of Science and Energy. (See Appendix G, July 19 La Grone letter to stakeholders.)
- In July 1993, announcements were placed on the Inside Y and Inside X (computer-based communication system available to all Energy Systems employees) requesting comments and suggestions to the Work Force Restructuring Plan. Plans were delivered to all organization managers at the Y-12 Site and the Oak Ridge National Laboratory, and were also placed in each site's Technical Library.
- On August 3, 1993, a local/national stakeholders meeting was held in Oak Ridge at the American Museum of Science and Energy from 2:00-5:00 p.m. Updates were provided by Department of Energy Headquarters, Oak Ridge Operations, Energy Systems and the Roane-Anderson Economic Council. Bob DeGrasse, Chairman, Worker and Community Transition Task Force, and Bill Kennedy, Task Force member, along with senior managers from the Oak Ridge Operations Office, Energy Systems, and the Roane-Anderson Economic Council formed a panel to respond to stakeholder questions and comments.

3. COMPONENTS OF THE PLAN

This broad and comprehensive plan has been developed to mitigate the social and economic impact of a reduction in force on the workers and the local community. Primary considerations include:

- preserving essential personnel;
- transferring employees to other Energy Systems positions or Department of Energy facilities;
- minimizing layoffs with early retirement, voluntary separation, and attrition;
- retraining for internal and external employment;
- providing laid off employees with educational opportunities and reemployment assistance;
- providing relocation and outplacement assistance; and
- working closely with all stakeholders to develop a smooth, effective transition.

3.1 PRESERVING ESSENTIAL PERSONNEL

The Oak Ridge Reservation must retain personnel with certain critical skills if it is to maintain nuclear capability and continue its current missions of weapons dismantlement and storage, enriched uranium and lithium processing, nuclear materials storage, stockpile quality evaluation, technology transfer, work for others, and research and development. To ensure the retention of these skills, Energy Systems managers have identified the positions affected by the defense program funding reductions and assessed the skills and personnel requirements that are unique and critical to fulfilling future missions. A reduction in force selection process has been implemented to aid in determining which exempt and nonexempt salaried employees are affected by the reduction. The process provides a mechanism for considering the retention of employees with critical skills (Appendix H, *Salaried Reduction in Force Selection Process*). A number of the highly technical bargaining unit workers needed for these missions will be among the affected employees because of low seniority ranking within their job classification. This loss of skilled workers will require retraining of the retained work force. This retraining will include advanced machining techniques, machine maintenance, instrumentation electronics, digital electronics, and quality inspector and welder training.

Based on historical data, a 1% attrition rate is normally expected on the Oak Ridge Reservation, which is lower than industrial averages. As personnel leave the payroll, it becomes a management decision to replace or not replace employees. This

decision is based on (1) whether the position is necessary for ongoing mission requirements, (2) whether a reduction in force is expected in the following year, and (3) whether an internal requisition to replace that employee would be approved by Energy Systems senior management. Senior management review and approval is required for all replacements.

In areas where the attrition rate is higher than the average 1% and critical skill shortages are identified, attrition is heavily factored into retraining program needs. For example, the Labship Program was initiated to address above average attrition among chemical laboratory technicians on the Oak Ridge Reservation.

Projected employment levels are based on 3-year business plans, which include assumptions concerning allocated budgets and attrition rates. As budgets are allocated, personnel and purchasing projections are established.

The Energy Systems Equal Employment Opportunity/Affirmative Action Director will closely review reduction plans and will monitor the resulting activities to ensure that protected groups of employees are not disproportionately adversely affected (Appendix I, Letter dated May 13, 1993, from Energy Systems President Gordon G. Fee, *Overview of Realignment/Downsizing Activities*). The plans will also be reviewed and approved by the Vice President of Human Resources.

3.2 INTERNAL PLACEMENT

A data base has been designed to track internal placement activities such as interviews, offers, acceptances, and transfers into openings at Energy Systems facilities. This data base contains a skills inventory for each applicant in the system, enabling a manager with an opening to ask for resumes of employees with specific skills and education levels. The data base also tracks applications for voluntary reductions in force, and it identifies employees who actually receive reduction in force notices.

In an effort to fill as many Energy Systems job openings as possible with current employees, two changes in normal staffing systems have been implemented. First, a job will be posted through the company's internal job bid systems for salaried employees only after it has been determined that there are no qualified candidates among the affected workers available for consideration. Second, a hiring freeze has been implemented while looking for opportunities to replace workers within the company by other displaced workers. Outside hiring will proceed only after it is determined that the position cannot reasonably be filled by an internal candidate.

Every effort will be made to fill available positions in Oak Ridge with qualified individuals whose current jobs may be in jeopardy.

3.3 EARLY RETIREMENT INCENTIVE

To minimize the final number of involuntary reductions that must ultimately occur, a voluntary reduction in force program for Energy Systems has been approved by the Department of Energy and is being offered as an incentive for early retirement. Written requests were accepted during the Y-12 Plant window from May 3-14, 1993, and during the Oak Ridge National Laboratory window from June 3-18, 1993. All employees at the three Energy Systems Oak Ridge sites are eligible under both programs to apply for and receive consideration for a voluntary reduction in force.

The key consideration in granting a voluntary reduction in force is that it would eliminate the need to impose an involuntary reduction in force on another employee whose job has been identified as impacted by budget reductions. Voluntary reduction in force approval is granted by the Business Unit Vice President and Human Resources Director in accordance with the policies in Appendix J, *Voluntary Reduction in Force Programs*. These programs include two categories of voluntary retirements.

- (1) An employee in a position identified as surplus may apply for and be granted a voluntary reduction in force if he/she will not be replaced.
- (2) An employee in any job classification or job family at any Oak Ridge site may apply for a voluntary reduction in force if her/his departure is directly traceable to an affected employee who would otherwise be laid off.

Voluntary reduction in force terminations will be completed by September 30, 1993.

Voluntary reduction in force information and counseling sessions were offered to interested employees through the Benefit Plans Office.

Employees who receive a voluntary or involuntary reduction in force will be paid a layoff allowance calculated at their basic rate and in accordance with their company service credit. Under the provisions of the Martin Marietta Energy Systems pension plan, an employee who is eligible for a voluntary reduction in force can bridge company service and/or age (a maximum of 2 years age and/or 2 years service) to reach either eligibility for retirement or full retirement benefits. A table of benefits concerning layoff allowances and bridging for both voluntary and involuntary reductions are contained in Appendix K, *Layoff Allowance and Bridging Schedules*.

3.4 RETRAINING PROGRAMS

Retraining of workers to support new missions such as work for other federal agency projects, environmental restoration, and technology transfer will be conducted where job opportunities can be projected at the end of the training to reduce the impact of this reduction in force on the workers and the community.

Retraining strategies are being developed primarily to fill open positions within Energy Systems or other Department of Energy facilities. Where this is not feasible, retraining opportunities to prepare laid off workers for external employment are being aggressively pursued. Funding requirements to implement the retraining programs described in this section are identified in Section 4, Budget Estimates.

A Skills Enhancement Program, administered by Energy Systems Training and Development, with Sylvan Learning Systems, has been offered to all employees. Those who will enter retraining programs will be encouraged in the Y-12 Placement Center to undergo the skills inventory assessment (Test of Adult Basic Education). The results of this inventory would assist employees in determining the level of remedial education they may require prior to entering retraining programs or accepting alternate employment.

An area needs analysis is in progress and may indicate the need for additional retraining for external job opportunities. The current Y-12 work force retraining programs for internal and external placement focus in the following key areas.

3.4.1 Area Needs Analysis

An area needs analysis is being conducted to determine current and projected openings over the next 6 to 18 months and to identify high potential employment fields within a 150-mile radius of Oak Ridge. Additional targeted industries in the southeastern metropolitan areas more than 150 miles from Oak Ridge have been examined.

Data showing employment levels and forecasts have been gathered from the Department of Employment Security and the Department of Labor. Manufacturing business directories have been acquired for Tennessee and three neighboring states. These data allow matching of current work force jobs with the Standard Industrial Classifications where these jobs occur. Energy Systems recruiters are contacting industries to identify job openings. Questionnaires and phone surveys will be used to identify both manufacturing and nonmanufacturing job openings in the region. The Placement Center will help affected workers apply for identified opportunities (see Section 3.6).

Management and Industrial Technology Associates has completed a short study to identify jobs in large cities in the region. They contacted 291 employers, 12 chambers of commerce, 22 technical schools or community colleges, and 10 private industry councils. They identified approximately 300 job opportunities, which have been forwarded to the Placement Center. The job outlook and placement rates of the educational institutions were also examined. This information will assist educational counselors in the Placement Center to direct employees to those training programs with a 90% or higher placement rate.

An environmental restoration and waste management job needs analysis has been conducted. The survey contacted the 71 companies of the Oak Ridge Waste Management Association, which covers four states, but primarily centers in the Oak Ridge/Knoxville/Kingston area. Approximately half of the companies responded. The survey identified jobs currently available. It also validated the need for 24 environmental restoration and waste management courses listed in this plan, allowing them to be ranked on a priority basis, which will assist in deciding which courses to further develop and the optimum training programs to satisfy customer needs.

A similar study was also mailed to regional machining companies. This portion of the needs analysis is being conducted in a 150-mile radius of Oak Ridge. It is designed to identify jobs, training needs, and technical problems that could be solved by the Manufacturing Skills Campus.

Expected results from the total needs analysis include:

- a list of job openings by company, standard industrial classifications, and worker qualifications needed to fill specific jobs. These openings would include both manufacturing and nonmanufacturing occupations;
- a list of high-potential career paths or job openings with consideration toward professional workers, security force members, and retrainable semiskilled or unskilled workers;
- recommended retraining programs to qualify affected workers for placement in targeted industries; and
- identification of technical assistance (training) needs of business and service organizations as they arise from efforts to identify worker qualifications. This information will be used to identify a potential customer base for the Manufacturing Skills Campus.

The needs analysis reports will be updated periodically to provide timely information.

3.4.2 Training for Internal Placement

Labship Program (See also Appendix B, *Human Resources Transition Plan Excerpts*, p. 5-1.)

Critical skills are needed throughout Energy Systems to meet the increasing workload of laboratory analysts in environmental analysis. The Y-12 Plant Laboratory organization will manage the Labship Program to retrain 50 affected workers. Preliminary information indicates two labship programs will be necessary. The first Labship program (26 employees) was initiated in June 1993; the second

program is being evaluated for possible startup in the September/October time period. The programs will provide replacement workers in the laboratories at the Y-12 Plant, the K-25 Site, and Oak Ridge National Laboratory. It is expected that all workers who complete the program will be placed in new jobs within Energy Systems. All affected employees are eligible to apply. Labship candidates in previously offered programs were primarily displaced security forces, machinists, and chemical operators. Roane State Community College will provide classroom training with a primary emphasis in math and chemistry. The program is expected to last 9 months. Labship programs conducted in 1985-86 and 1992-93 to address shortages of qualified laboratory analysts successfully placed 43 workers.

Manufacturing Skills Campus (See also Appendix B, p. 5-4.)

The Oak Ridge Manufacturing Skills Campus is both a worker retraining and community economic development initiative which provides a unique and innovative opportunity for the Department of Energy to:

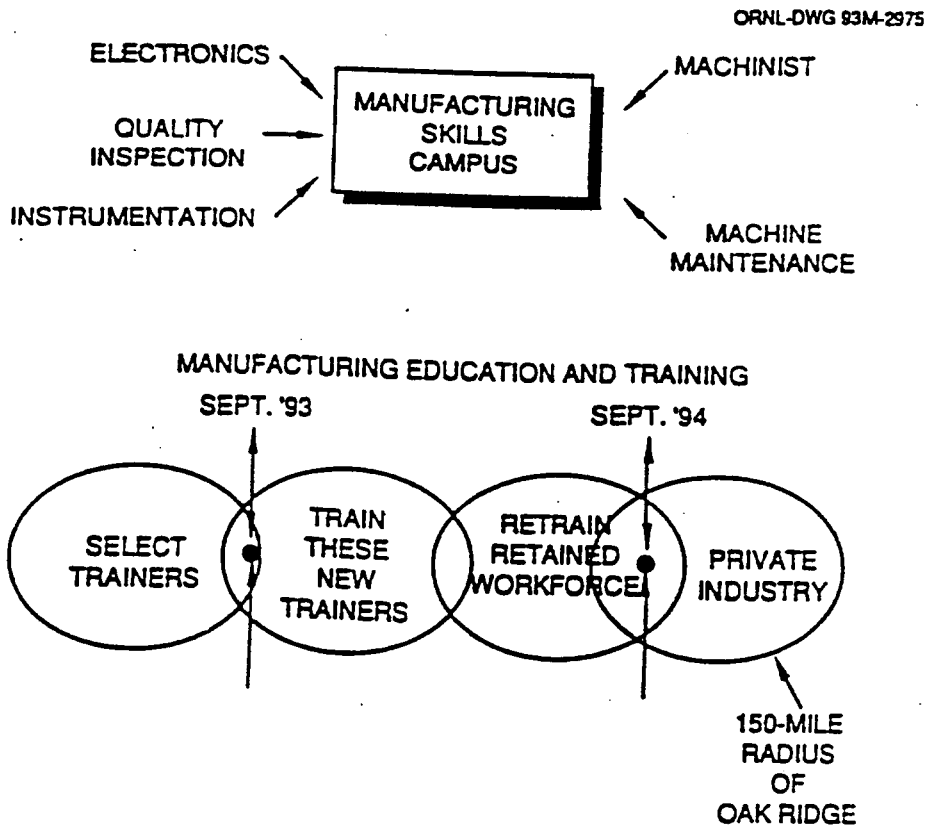
- transfer defense manufacturing technologies to private industry,
- use highly skilled electrical and machining personnel,
- use existing idle machining equipment,
- retrain the retained work force to prepare for new missions and program changes, and
- retain the manufacturing skills base in the Oak Ridge region.

The Skills Campus is designed to provide manufacturing skills training to the Y-12 retained work force and to private industry. This skills campus staff would consist of a cadre of approximately 80 highly technical machinists and electricians and adequate staff support who are heavily affected by the 1993 reduction in force. The electricians, machinists, and some of the staff members would be retrained as hands-on and classroom trainers and would transfer those unique skills and technologies developed during the Defense Programs manufacturing era. Preliminary analysis indicates a high level of interest for this training among the over 300 private industry manufacturers in the 150-mile radius of Oak Ridge. The training will also serve to upgrade the skills of the retained work force to meet changing missions for the Department of Energy. A projected timetable is depicted on the following page.

The Manufacturing Skills Campus will use the local educational institutions to provide necessary general principles training, and will use the core group of dislocated workers for classroom and hands-on training in the following areas:

Production Operations

Course examples include process control, process planning, shop theory and techniques, and specific computer numerical control machine operation and programming. Twenty-two individual courses have been identified and are listed in Appendix B.



Machine Maintenance

Courses in this discipline would include computer numerical control maintenance applications, metrology, instrumentation, and machine tool programs. Nine individual courses for machine maintenance are listed in Appendix B.

Digital Electronics

This discipline includes manufacturing-based courses in digital electronics, including digital theory, advanced computer systems, maintenance of mainframe and personal computers, and maintenance of numerical control and communications systems. Thirteen individual courses are listed in Appendix B.

Electrical Instrumentation

This discipline includes curriculum directed toward analog control systems and maintenance of laboratory, radiation, communications, security and laser equipment. Thirteen courses are listed in Appendix B.

Quality Inspection

Coursework would include geometric tolerancing, numerical control programming, optical and intelligent inspection systems, pressure systems inspection, and

inspector qualification for the Department of Transportation, the American Society for Nondestructive Testing, and weld performance qualification. Specific courses are listed in Appendix B.

The Oak Ridge area is equipped with a wide range of supporting programs and institutions either in place or in progress. Integration with these programs will ensure full use of resources and will, as training programs mature, broaden the capabilities of the Manufacturing Skills Campus to encompass further technology transfer to a larger sector of private industry. These programs include partnerships with the Tennessee Valley Authority, the Public Service Commission, South Central Bell, Martin Marietta Energy Systems, the Department of Energy, chambers of commerce, and various other entities in the region. Resources include:

In operation

- Technology Transfer Program
- Work for Others Program
- Small Business Assistance Program
- User facility access
- Satellite broadcast agreements
- Community college/technical schools/university partnerships
- In-house skills training organizations

In progress

- Telecommunications Resource Center
- Small business incubator expansion program

Trainees in the Manufacturing Skills Campus would undergo an initial evaluation to determine the level of skills, knowledge, and abilities already accrued, and would then be enrolled in appropriate courses. Private industry coursework would be tailored to specific identified needs and provided on an as-requested basis.

Administrative Technology Program (See also Appendix B, p. 5-30.)

The Oak Ridge Administrative Technology Program is being formed to retrain displaced workers in the critical administrative positions at Energy Systems facilities.

An estimated 10 to 25 employees affected by the reduction in force have backgrounds in clerical skills and may be retrained to upgrade those skills. A clerical assessment battery test will be administered to each participant to assess levels of skills in keyboarding, proofreading, filing, business vocabulary, and business math. A personal curriculum would be developed based on test results. Upon successful completion of the 1-year classroom and on-the-job program, graduates would fill administrative job openings. This training will be conducted during normal working hours on company time.

High-Voltage Electrical Training (See also Appendix B, p. 5-33.)

Selected candidates from the restructured Energy Systems work force will be trained in specialized high-voltage skills needed on a continuing basis at the Y-12 site. The current high-voltage work force is heavily affected by the restructuring. Classroom training during normal working hours will be provided by Energy Systems and its contractors. Existing shops, test equipment, and materials would be provided at the Y-12 Plant. Four instructors will be selected from the dislocated high-voltage hourly work force and given specific train-the-trainer instruction.

3.4.3 Training for External Placement

Job Training Partnership Act, Title III

The Tennessee Department of Labor, Service Delivery Area #4 office has reserved \$300,000 of Job Training Partnership Act, Title III funds to assist individuals when they are identified and certified as dislocated workers in the counties served by this office. The funds are available to provide tuition, books, and limited relocation assistance. As the following retraining programs for external placement are initiated, the above funds will be formally requested. (See Appendix D, Renfro letter)

Environmental Restoration/Waste Management

The Oak Ridge Environmental Education and Training Alliance, which includes representatives from labor unions, Energy Systems, the Oak Ridge Waste Management Association, Roane State Community College, the Oak Ridge Institute for Science and Education, local community leaders, and the Department of Energy, has proposed a program to retrain workers to entry-level environmental restoration/waste management positions. The program would also establish a replicable model to serve future environmental restoration/waste management training needs for Energy Systems and area subcontractors. A survey questionnaire was distributed to the 71 organizations within the Waste Management Association to determine feasibility of and the proper mix of classes to include in the retraining effort. Job requirements internal to Energy Systems are being identified.

Potential job openings exist on the Oak Ridge Reservation for engineers, scientists, environmental safety and health professionals, managers in design, risk assessment, and marketing, regulatory specialists, hazardous waste technicians, laborers, machinists, and material handlers. These trainees would be available to either Energy Systems or other contractors.

The Oak Ridge Environmental Education and Training Alliance Program would consist of two phases and would run about 12 weeks. Phase 1, "Assessment," would include analyzing environmental management job requirements, assessing retrainee's skills and knowledge, and comparing job requirements with these assets.

Phase 2, "Selective Retraining," would identify training sources, procure and develop training, and conduct the training. All training will be conducted during normal working hours on company time. Program costs will be covered by environmental restoration/waste management funds, to the extent funding is identified and available.

After the pilot retraining program for affected workers, the Oak Ridge Environmental Education and Training Alliance Program would continue to conduct overlapping cycles of retraining. As the demand for new skills increases with new regulatory requirements or the adoption of new clean-up technologies, the Oak Ridge Environmental Education and Training Alliance Program would provide retraining and cross training for those new skills. (See Appendix B, *Human Resources Transition Plan Excerpts*.)

Oak Ridge Operations has been advised that the Department of Energy is working with the Department of Defense to provide access to environmental scholarships for displaced Department of Energy workers in accordance with Section 4451 of the National Defense Authorization Act (P.L. 102-484). Department of Energy staff will also work with institutions of higher education that may apply for grants for this program under Section 4452.

Emergency Medical Program (See also Appendix B, p. 5-29.)

This program would ease the transition from the defense industry into the paramedical field for affected employees who are interested. The majority of participants are expected to be drawn from the Safeguards, Security, and Emergency Preparedness sector of the Y-12 Plant work force. Energy Systems is examining the need for emergency medical training and emergency medical training-paramedic personnel in East Tennessee. Preliminary analysis of the Y-12 work force indicates that 33 affected workers are interested in these fields.

Courses will begin in June 1993 for certification by the State of Tennessee as an emergency medical technician. Courses will begin in September 1993 for certification by the State of Tennessee as a paramedic. Emergency Medical Technician training will be provided during normal work hours on company time. Emergency Medical Technician Paramedic training will occur after the trainee leaves the payroll and, therefore, will not be provided on company time. However, tuition and fees for the training will be provided.

Police Officer Certification (See also Appendix B, p. 5-28.)

This program provides certification by the State of Tennessee as a police officer. Efforts are under way by the Y-12 Placement Center and through the area needs analysis to identify specific job openings. Funds would be directed toward training for the requirements of that area. This training may also be applied to a criminal justice degree at local community colleges. Preliminary analysis indicates that 100

affected employees are interested in this certification. Courses will be conducted during normal working hours on company time. Energy Systems Central Training Facility courses have been reviewed; the addition of 80 classroom hours of training would allow the facility to provide employees with State of Tennessee Police Officer Certification.

National Electrical Code Examination

Of the 765 job cuts to take place at the Y-12 Plant, 43 will be electricians. Energy Systems has asked the Job Training Partnership Act Council to provide training funds to pay for an instructor, material, and test fees for laid off electricians to prepare for and take the National Electrical Code Examination. By passing this national test, these electricians will receive a national journeyman certification, enabling them to work in the private sector. The estimated cost for each trainee is \$250 plus a \$40 testing fee. The local Job Training Partnership Act Council has given approval for up to \$20,000 for this training.

3.4.4 Continuing Educational Assistance Program

The Y-12 Placement Center will assist in the initiation of grants, student loans, and scholarships.

Pending approval of modification to Appendix A of the Energy Systems contract, as described in Department of Energy Order 3309.1A "Reductions in Contractor Employment," an outplacement educational assistance program is proposed to provide former Energy Systems employees with funding to facilitate the transition from defense programs to independent or alternative industrial opportunities. This program would provide educational funding to qualified former employees. It does not apply to those persons accepting voluntary terminations.

This program is intended to supplement funding available to students through future employers, state, and governmental grants. It would provide up to \$2,500 (less scholarships, grants, and other direct new employer assistance) per year for up to 4 consecutive years for each qualified employee to pursue training for a chosen alternative career.

The beginning date to receive assistance would be the date of termination. Courses must begin within 1 year of the reduction in force.

All available grants (e.g., Pell, Job Training Partnership Act) must first be applied for in the Y-12 Placement Center. Procedural guidance and forms will be provided in the Placement Center. All applicants must interview with an educational career counselor at the Y-12 Placement Center before registration in the continuing education program.

The Department of Energy is working with the Department of Défense in implementing Section 4443 of the National Defense Authorization Act (P.L. 102-484), which will allow Department of Energy defense contractor employees affected by reductions, help relieve the shortage of elementary and secondary school teachers. Individuals may qualify for financial assistance to obtain a teaching credential through this program.

Educational institutions may include universities, community colleges, vocational schools, and technical schools. Other educational opportunities will be evaluated by Energy Systems Human Resources for applicability (e.g., real estate and sales).

Displaced employees will be advised of opportunities to participate in various free services available to the public through local community colleges. They will also be counseled on federal educational opportunities, including:

- Economic Development Administration Title IX Program,
- Job Training Partnership Act Title III programs,
- Small Business Administration programs,
- Pell Grant Program, and
- state grants and student loans.

3.5 RELOCATION ASSISTANCE

3.5.1 Placement Opportunities within Martin Marietta Corporation

A Martin Marietta Corporation Employment Network was established at the end of calendar year 1992 so that the various corporate entities could share information about (1) current openings, (2) projected contracts and employment opportunities, and (3) downsizing in an effort to stabilize employment by minimizing the impact of layoffs, increase the awareness of opportunities, and facilitate transfers within the corporation.

At each corporation location, a list of open positions is prepared monthly and forwarded to corporate Human Resources, where it is compiled and distributed to each corporate site. When the report has been distributed, a telephone conference is held to discuss current employment situations throughout the company. This job opening report includes the job title, special requirements, and a brief job description. The report will be used by the Placement Center to advise displaced workers of employment opportunities.

3.5.2 Placement Opportunities with Other Department of Energy Contractors

Energy Systems has a recruiting network in place to enable Human Resources personnel to identify placement opportunities with other Department of Energy contractor companies nationwide. The Oak Ridge Operations Office will assist in

identifying placement opportunities using a data base being developed by the Department of Energy Headquarters to enhance this effort.

3.5.3 Placement Opportunities with Local/Regional Companies

The Energy Systems area needs analysis is generating a data base of local and regional companies with information about current job openings and skills needed. Job recruiters are actively contacting private sector firms to explore relocation opportunities. For example, a regional penal farm is under construction that will need several hundred security guards.

3.5.4 Relocation Reimbursement of Expenses

Relocation assistance will be offered to assist with the relocation expenses (transportation, movement of household goods, and temporary living) for laid off employees who are hired by another Department of Energy contractor company but who are not eligible for relocation assistance under the hiring company's policies. Eligible are those employees who possess critical skills for jobs that cannot readily be filled from the local labor market. For other employees, an allowance not to exceed \$5,000 may be provided by the contractor based on actual expenses for financial assistance in relocation.

For relocations to jobs external to the Department of Energy sites, Department of Labor Job Training Partnership Act, Title III funds will be requested to provide relocation assistance for eligible individuals. A maximum of \$800 assistance per individual is available through the Job Training Partnership Act.

3.6 OUTPLACEMENT ASSISTANCE

Joe La Grone, Manager, Oak Ridge Operations sent letters dated June 24, 1993 (Appendix L) to all of the Oak Ridge Operations Managing and Operating Contractors requesting them to give priority consideration in filling all vacancies to affected employees before hiring from outside sources.

Oak Ridge Operations understands that the Department of Energy, through the Office of Human Resource Management, will provide access to the nationwide Interstate Job Bank for all interested employees, which was established in accordance with Section 4468 of the National Defense Authorization Act (P.L. 102-484). However, as of August 10, 1993, this program has not yet been implemented.

3.6.1 Placement Center

An Energy Systems-operated Placement Center opened April 30, 1993, at the Y-12 Plant to support employees in their efforts to prepare for reemployment. Employees in organizations affected by the downsizing began using the Center immediately after its opening. To the extent subcontractors and other employees are affected, the

services of the Placement Center will be provided to them. The Center offers the following services:

- interest and aptitude testing;
- educational opportunities counseling;
- job search counseling;
- psychological counseling;
- workshops;
- resume and cover letter preparation;
- reproduction of resumes;
- job posting boards;
- resource library;
- obtaining school transcripts;
- interview and other job search skills coaching;
- computer training;
- access to computers, typewriters, and facsimile machines; and
- word processing and other secretarial services.

The Center is staffed with four recruiters, two job-lead developers, six administrative support employees, an editor, an authorized derivative classifier, and a manager.

Recruiters - assist with skills identification, job-search targeting, and counseling.

Job-lead developers - contact potential employers, post jobs, and assist in job-match identifications.

Administrative support employees - work with the editor to produce resumes, which are reviewed by the authorized derivative classifier.

Staff members are charged with providing services and encouraging employees to use the services provided. Several members of the staff were selected for their expertise in recruiting and maintaining marketplace contacts. Job-lead developers attempt to obtain pretraining commitments from other employers, as well as priority consideration in hiring.

The Center produces a weekly newsletter and maintains a telephone hotline to provide information about current activities. In addition, it advertises activities through local newspapers, radio, and television stations.

The Center offers access to several job search software programs, including

- Federal Jobs ACCESS System - a list of federal job openings nationwide,
- Quick & Easy - assistance with preparing Standard Form 171, the application form for federal jobs; and

- Million Dollar Disk - a biography of some 216,000 companies nationwide.

3.6.2 Workshops

A number of workshops are being offered through the Placement Center on the following topics:

- financial management and planning,
- Federal Credit Union Services (e.g., paying loans),
- Economic Displaced Worker Administration,
- Small Business Administration/SCORE,
- setting educational goals and obtaining grants,
- community services (e.g., food programs, medical services, legal services),
- small business loan programs,
- unemployment services,
- real estate concerns,
- stress management,
- resume writing,
- job search techniques,
- interviewing skills,
- computer skills,
- women's issues,
- age discrimination, and
- networking.

Workshops are open to all employees.

3.6.3 Counseling

An educational counselor from the University of Tennessee is available in the Center by appointment to help employees make career decisions, select an academic institution, and complete admission and financial aid forms. The counselor also explains federally funded educational financial assistance programs.

3.6.4 Job Fair

A job fair, cosponsored by Energy Systems and the Oak Ridge and Knoxville Chambers of Commerce, is scheduled for August 18, 1993. Forty local and regional employers with job openings will be invited to attend.

3.6.5 External Resources

Employees are advised of services at Roane State Community College and Mississippi State Technical Community College that are free to the public. For example, these schools conduct interest assessments, hold career workshops, and

post job openings. In addition, they maintain libraries that contain numerous references of interest to job hunters.

Information regarding several surrounding county offices that help people who meet low income guidelines find jobs is being gathered and offered to interested employees. Such county assistance includes:

- assessment,
- counseling,
- referral to resource agencies,
- career planning, and
- training services (e.g., basic skills, GED preparation, job-specific skills training, on-the-job training, job search information).

Mass meetings, sponsored by the Tennessee Department of Labor (see Appendix M, letter from John Bostic to employees) were held on August 4, 1993. Participants included: The Tennessee Department of Employment Security; Tennessee Department of Human Services; Tennessee Department of Labor; and the Job Training Partnership Act/Private Industry Council Coordinators. The coordinators remain in the Placement Center on a full-time basis following the mass meetings.

3.6.6 Financial Assistance

Information will be available to displaced employees through the Placement Center on (1) financial management and planning, (2) how to manage outstanding debts, (3) obtaining educational grants and scholarships, (4) small business loans, (5) Job Training Partnership Act, Title III funds, and (6) real estate concerns.

Funds in the Energy Systems savings plan can be left until age 70.5; however, no additional contributions can be made.

3.6.7 Social Services

Psychological services are offered free to affected employees and their families through Energy Systems Health Services and the Employee Assistance Program. In addition, the Employee Assistance Program will provide workshops in organizations where downsizing is occurring.

3.7 HEALTH BENEFITS

In response to a Department of Energy task force report to the Secretary of Energy on Displaced Worker Health Benefits, dated August 1992, Energy Systems has established a health benefits program for employees who leave the payroll and who are not eligible for medical insurance under another employer's group plan or Medicare. These employees may keep their health insurance with Energy Systems for up to 3 years. (They must certify their eligibility each month.) For the first year,

the employee will pay the active employee premium rate; the second year, the employee will pay 50% of the Comprehensive Omnibus Budget Reconciliation Act rate; the third year, the employee will pay 100% of that rate.

Other health benefit programs include:

- Dental insurance can be continued for a maximum of 19 months by paying full cost if the medical insurance is also continued.
- Special accident insurance can be converted to a private policy within 30 days with no evidence of insurability.
- Life insurance can be converted to a private policy within 30 days with no evidence of insurability.

4. BUDGET ESTIMATES

Funds totaling \$28.53 million (total of charts 1 and 2) through FY 1995 are required for work force restructuring assistance programs at the Oak Ridge Reservation. This funding would provide for supplemental training, relocation, outplacement, community assistance, retirement incentives, severance pay, displaced worker health benefits, and other assistance.

A summary of funding requirements to implement Energy Systems assistance programs is shown below.

Chart 1 represents the categories of assistance to be provided primarily by Defense Programs funds. The total shown for supplemental training in Chart 1 includes potential environmental restoration/waste management funding, which has not yet been identified. Supplemental Training and Outplacement Assistance will be provided to affected workers at both Y-12 and the Oak Ridge National Laboratory.

Chart 1a is a breakdown of the Supplemental Training shown in Chart 1.

Chart 2 represents the categories of assistance to be provided affected Oak Ridge National Laboratory workers that will be funded by Oak Ridge National Laboratory program accounts.

CHART 1
Y-12 WORKER AND COMMUNITY TRANSITION REQUIREMENTS
BUDGET AUTHORITY
(in thousands of dollars)

Budgeting and Reporting Classification	FY 1993 \$	FY 1994 \$	FY 1995 \$	Total \$
Supplemental Training	2,872	9,419	3,103	15,394
Relocation Assistance	65	0	0	65
Local Community Impact Assistance	150	300	0	450
Retirement Incentives (Voluntary Reductions in Force)	5,011	0	0	5,011
Severance Pay and Other Separation Benefits	1,565	0	0	1,565
Outplacement Assistance	200	50	0	250
Displaced Worker Health Benefits	2,035	0	0	2,035
Total*	11,898	9,769	3,103	24,770

*FY 1993 Budget Authority to be funded by existing Y-12 Stockpile Support resources. FY 1994 and FY 1995 Budget Authority will be provided by Defense Programs from a FY 1994 appropriation.

CHART 1a
SUPPLEMENTAL TRAINING BREAKDOWN-BUDGET AUTHORITY*
(in thousands of dollars)

	FY 1993 \$	FY 1994 \$	FY 1995** \$	Total \$
Trainee Salaries	620	825		1,445
Course Development	500	371		871
Staff/ Administrative	411	110		521
Tuition/Fees	414	416		830
Course Delivery		395		395
Educational Assistance After Layoff	500	0	0	500
Manufacturing Skills Campus	427	7,302	3,103	10,832
Total	2,872	9,419	3,103	15,394

* A detailed annual breakdown of funding requirements is contained in Section 7 of Appendix B, *Human Resources Transition Plan Excerpts*.

** Funding is requested in 1995 to continue support for the Continuing Education Program, and the Manufacturing Skills Campus. The initial retraining of the retained work force would be completed in early FY 1995. The training would then be provided to private businesses for a nominal fee. This would enable the Department of Energy to deploy technologies to small- and medium-sized companies, expand on the transition of the area from defense to commercial products, and improve manufacturing competitiveness in the region. Following the identification of precise private industry needs, retraining funds would be used for curriculum development and training delivery costs. The objective is that after FY 1995, user fees will fund the majority of this activity.

CHART 2
OAK RIDGE NATIONAL LABORATORY TRANSITION-BUDGET AUTHORITY*
(in thousands of dollars)

	FY 1993 \$	FY 1994 \$	FY 1995 \$	Total \$
Relocation Assistance	10	0	0	10
Retirement Incentives (Voluntary Reductions in Force)	3,348	0	0	348
Severance Pay and Other Separation Benefits	372	0	0	372
Displaced Worker Health Benefits	26	0	0	26
Total	3,756	0	0	3,756

* Transition budget will be funded by an allocation to all programs at Oak Ridge National Laboratory.

Because no funding was specifically appropriated for the Department of Energy to implement Section 3161 in FY 1993, and limited funds have been identified in FY 1994, the task force considering the implications of Section 3161 proposed that funding the implementation of the assistance programs be the responsibility of the program that funds the activity subject to the work force restructuring, with the exception of specific retraining into certain jobs (e.g., environmental and waste management activities, where the program that will gain the services of the employee should pay for the retraining.) Other common support efforts where several programs will benefit from the effort could be cost-shared on mutually agreeable terms.

The Department of Energy's responsibility for pursuing other potential funding sources to support work force restructuring is being carried out through multiple channels. In addition to Department of Energy funding, the Department is looking into other potential funding sources that could support work force restructuring initiatives, including those available through the Job Training Partnership Act at the Department of Labor, the Economic Development Administration at the Department of Commerce, and the Office of Economic Adjustment at the Department of Defense. Energy Systems and the Roane-Anderson Economic Council will pursue partnerships and grants for projects to assist the affected employees and to reduce the socioeconomic impact on the community.

The Advanced Research Projects Agency of the Department of Defense, Department of Energy/Defense Programs, the Department of Commerce's National Institute for Science and Technology, the National Science Foundation, and the National Aeronautics and Space Administration are collaborating in the Technology Reinvestment Project. The project is designed to execute programs that would expand jobs in high-quality commercial and dual-use American industries to enhance American competitiveness.

Government contractors are not eligible for many of the programs administered through the Advanced Research Projects Agency, but they can be partners with private industries and educational institutions. Oak Ridge Operations and Energy Systems have been proactive in the teaming effort with other private and group entities to support 40 proposals, which were submitted to the Advanced Research Projects Agency July 1993. Funding for accepted proposals will be available to those private or group entities awarded on October 1, 1993. The Roane-Anderson Economic Council has reviewed various proposals for applicability to their efforts to diversify the economy in the region.

The Department of Commerce administers Sudden and Severe Economic Impact and Defense Conversion programs in communities affected by a large reduction in force. The Small Business Administration also provides assistance. These programs are directed toward local governments and consortia rather than toward government contractors. The Roane-Anderson Economic Council is also reviewing these programs to determine the region's eligibility and will pursue funding assistance.

5. PLAN UPDATES/MEASURING RESULTS

This plan will be updated as necessary to reflect changing conditions.

A system for assessing the effectiveness of this plan's implementation is under development.

6. CONCLUSION

The mission of Department of Energy defense plants has shifted from weapons production to dismantlement and storage of nuclear components while maintaining production capabilities in some areas. This restructuring plan describes a vision of change wherein technologies are maintained for defense readiness while the vast skills of defense workers are transferred to the private sector through retraining and repositioning of employees with extensive manufacturing skills.

The Y-12 Plant will continue to maintain its defense program roles in weapons dismantlement and storage, enriched uranium and lithium processing, nuclear materials storage, stockpile quality evaluation, and associated technology support. The Oak Ridge National Laboratory will continue to perform research and development in support of nonweapons roles of the Department of Energy.

As the September 30, 1993, reduction in force draws near, the projected number of persons transferring and accepting voluntary reductions in force will become clearer. As of August 10, 1993, approximately 400 persons at the Y-12 Plant and the Oak Ridge National Laboratory have either been transferred or approved for voluntary reductions in force. The implementation of the proposed retraining programs will result in a projected 100 to 150 additional persons who will be retrained and retained by Energy Systems.

Energy Systems employees who are laid off will be eligible for retraining, relocation, educational, and health benefit assistance to reduce the impact of the work force reduction. To the extent other contractor or subcontractor employees are affected, appropriate assistance and benefits will be provided as feasible.

Programs are in place, and assistance is being provided to local communities to develop strategies and programs that will reduce their economic dependency on the Department of Energy and encourage diversification of the regional economy. Area stakeholders were invited and encouraged to participate in the planning process. Many of their comments are incorporated in the body of this plan. See Appendix N, *Stakeholder Input* for additional comments.

Training programs, health benefits, relocation assistance, and other efforts to minimize effects of the current reduction in force will go a long way to stabilize the local economy. However, they must be adequately funded as proposed in the preceding section on budget estimates. It is essential that necessary funds are made available to carry out this plan.

7. APPENDIXES

- A. Energy Systems Impacted Positions
- B. Y-12 Plant Human Resources Transition Plan Excerpts
- C. Letter dated May 7, 1993, from Oak Ridge Operations Office Manager Joe La Grone to List of Identified Community Stakeholders
- D. Letter dated June 22, 1993, from Bobby Renfro, Private Industry Council, to Bill Truex, Oak Ridge Operations Office
- E. Letter dated May 28, 1993, from Oak Ridge Operations Manager Joe La Grone to List of Identified Community Stakeholders
- F. Letter dated June 24, 1993, from Oak Ridge Operations Manager Joe La Grone to List of Identified Community Stakeholders
- G. Letter dated July 19, 1993, from Oak Ridge Operations Manager Joe La Grone to List of Identified Community and National Stakeholders
- H. Salaried Reduction In Force Selection Process
- I. Letter dated May 13, 1993, from Energy Systems President Gordon G. Fee, "Overview of Realignment/Downsizing Activities"
- J. Voluntary Reduction In Force Programs
- K. Layoff Allowance and Bridging Schedules
- L. Letter dated June 24, 1993, from Oak Ridge Operations Manager Joe La Grone to List of Identified Managing and Operating Contractors
- M. Letter dated July 19, 1993, from John Bostic, State Of Tennessee Department of Labor to Former Employees of Martin Marietta Energy Systems, Inc.
- N. Stakeholder Input

APPENDIX A

ENERGY SYSTEMS IMPACTED POSITIONS

Y-12 IMPACTED POSITIONS

HOURLY (Atomic Trades and Labor Council)	Air Cond. & Refrig. Mechanic	2
	Apprentice	21
	Assemblyperson	1
	Production Boilermaker	5
	Cafeteria Worker	1
	Carpenter	3
	Chemical Operator	36
	Cleaner	4
	Electrician	64
	Electroplater*	2
	Firefighter Group	3
	Garage Mechanic	2
	Insulator	3
	Iron Worker and Rigger	3
	Building Services Employee	27
	Laborer	6
	Machinist	8
	Materials Clerk	5
	Mobile Equip. Service Person	1
	Outside Machinist	6
	Painter	2
	Pipefitter	6
	Stationary Engineer	11
	Truck Driver	1
	Welder	6
	Welder (Inspector)**	<u>3</u>
	TOTAL	232
HOURLY (International Guard Union of America)	Security Inspector/Guard	<u>162</u>
	TOTAL HOURLY	394
SALARIED***	Administrative Support	33
	Technical Support	70
	Manager/Supervisor	41
	Technical Professional	161
	Fire & Guard Officer	40
	Administrative Professional	<u>26</u>
	TOTAL SALARIED	371
	GRAND TOTAL	765

*RIF will occur in Chemical Operator Classification

**RIF will occur in Welder Classification

***Includes Y-12 Site and Central and General Staff Support

NOTE: Impacted positions and their numbers are subject to revision based on mission requirements.

OAK RIDGE NATIONAL LABORATORY IMPACTED POSITIONS

HOURLY (Atomic Trades and Labor Council)	Automotive Mechanic	1
	Chemical Operator	3
	Electrician	2
	Janitor	3
	Insulator	1
	Laborer	2
	Materials Clerk	3
	Millwright	2
	Painter	2
	Pipefitter	1
	Truck Driver	1
	Utility Mechanic	<u>1</u>
	TOTAL	22
HOURLY (Service Employees International Union)	Animal Facility Worker	<u>3</u>
	TOTAL	3
	TOTAL HOURLY	25
SALARIED	Administrative Support	12
	Technical Support	18
	Engineers	4
	Scientists	35
	Administrative/Technical Professionals	<u>6</u>
	TOTAL SALARIED	75
	GRAND TOTAL	100

NOTE: Impacted positions and their numbers are subject to revision based on mission requirements.

APPENDIX B

Y-12 PLANT HUMAN RESOURCES TRANSITION PLAN EXCERPTS

This appendix (B) contains sections extracted from the Y-12 Human Resources Transition Plan, which provides the basis for the Y-12 transition of advanced manufacturing skills in operations, maintenance, and management from national defense missions to the support of private industry.

The Y-12 Human Resources Transition Plan is considered a living, working document to guide future actions, but remains flexible enough to allow improvements and changes as new information becomes available. The overall goal of the Y-12 Plant is to communicate a broad vision of change that captures the intent of the legislation pertaining to defense work force restructuring and technology transfer.

The following sections are included in this appendix:

Section 3: The Planning Process (legislation, strategies, community involvement)

Section 5: Retraining Programs

The remaining sections of the Y-12 Human Resources Transition Plan have been addressed in this Department of Energy Oak Ridge Operations Work Force Restructuring Plan.

DRAFT

Y/LA-314R1

Y-12 Plant Human Resources Transition Plan

August 9, 1993

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3. The Planning Process

LEGISLATION

The task group researched key legislation and government initiatives applicable to retraining the workforce to identify needs and develop strategies.

Section 3161 of the *National Defense Authorization Act for FY 1993* requires that a workforce restructuring plan be submitted to Congress within 90 days after affected workers are notified of a restructuring action. This Human Resources Transition Plan is not intended to replace the workforce restructuring plan, but it will contain details for specific restructuring plans at the Oak Ridge Y-12 Plant. Official notification of restructuring at the Y-12 Plant was given on April 30, 1993.

The act stipulates that employees shall, to the extent practicable, be retrained for Environmental Restoration/Waste Management (ER/WM) activities at DOE facilities. In addition, DOE should assist terminated employees to obtain retraining, education, relocation, and re-employment assistance. The act also states that DOE should provide local impact assistance to communities that are affected; those efforts are to be coordinated with the Department of Labor (DOL) and the Department of Commerce (DOC) programs that are in place.

Funding for the major portion of retraining programs is not in place in the Y-12 Plant financial plan. It has been requested in a recently submitted budget input proposal and in the DOE-ORO Work Force Restructuring Plan. These funds are expected to be the funds that are used to implement this plan, pending approval by DOE.

Job Training and Partnership Act (JTPA) programs, carried out by DOL, are available to provide some retraining funds. These funds are administered on a case-by-case basis, and are being processed for those who have received a layoff notice. The JTPA programs do not apply to entire programs such as the ones outlined in this plan; however, applications and assistance are available in the Y-12 Plant Placement Center for workers who will leave the payroll involuntarily. A reservation of funds in the amount of \$300,000 has already been requested through the area JTPA office to assist in retraining electricians.

Other DOL funding is provided in the *Defense Conversion Act of 1990* for demonstration projects. This funding is not available to pay trainee salaries but would pay for training and development of innovative and creative demonstration project training. Project funding is limited

to \$500K. The Y-12 restructuring staff has submitted a proposal under this act in the past and may submit an additional proposal in FY 1994.

DOC administers Sudden and Severe Economic Impact programs in communities affected by a large RIF; the Small Business Administration also administers programs for employees targeted for RIF. These funds are directed toward local governments and consortia rather than toward government contractors.

STRATEGIES

The magnitude of the effort required to restructure and retrain the Y-12 Plant workforce successfully makes it necessary to formulate key strategies, objectives, and milestones for success. In anticipation of a change of organization mission, reduction in funding, and a subsequent RIF, Energy Systems management formed the Workforce Restructuring Task Group. This group works in conjunction and coordination with the DOE, Y-12 Plant Human Resources Organization, the Y-12 Plant Placement Center, and the local community to accomplish the following missions:

1. interpret and respond to legislation enacted concerning the National Defense Authorization Act for FY 1993 and any other applicable laws or opportunities;
2. manage an area needs analysis to determine job openings and associated required training within a 150-mile radius of Oak Ridge and to determine future training needs in private industry;
3. develop retraining programs in response to the area needs analysis;
4. fill open positions within Energy Systems or DOE facilities;
5. assist in the development and execution of strategies to reduce the impact of the RIF on employees and the local communities;
6. develop strategies to retrain the retained workforce to meet new Y-12 Plant missions; and
7. maintain a communication link with DOE, ATLC, IGUA, MK-Ferguson (prime construction contractor), and the local community.

To assist the Workforce Restructuring/Retraining Task Group in the identification of area training needs, a needs analysis subteam has been established and is gathering preliminary data. Data sources include the Department of Employment Security, DOL, survey data obtained from local employers, and data purchased from private industry. These data are being compared with the current workforce structure to match occupational titles with Standard Industry Codes (SIC). Industries in the area are being contacted to match existing data and workforce skills with existing job openings.

The following results are expected from the needs analysis:

1. a list of job openings including both manufacturing and nonmanufacturing occupations by company, SIC code, and worker qualifications needed to fill the specific job;
2. a list of high-potential career paths/job openings with consideration toward professional, security forces, and retrainable semi-skilled and unskilled workers;
3. an inventory of the available workforce with current skill levels and occupational titles;
4. recommended retraining programs to qualify Y-12 Plant workers for placement in targeted industries; and
5. identification of the technical assistance (training) needs of business and service organizations which arise from our efforts to identify worker qualification. (This information will be used to identify a potential customer base for the Manufacturing Skills Campus described in Chapter 5.)

A model of the needs analysis process is shown in Fig. 5. Potential responses are shown in Fig. 6.

An additional strategy at the Oak Ridge Y-12 Plant is to offer VRIFs to personnel who may be nearing retirement age. These VRIFs have complemented placement efforts and have enabled Energy Systems to involuntarily reduce far fewer employees than was expected in the past.

Internal Transfer

Internal transfers have traditionally been a workforce restructuring strategy on the Oak Ridge Reservation. Weekly meetings are held to review open requisitions and a critical skills needs analysis. An Energy Systems hiring freeze has been activated to give staffing personnel the opportunity to review resumes for internal placements or to find a match of skills to retain current employees.

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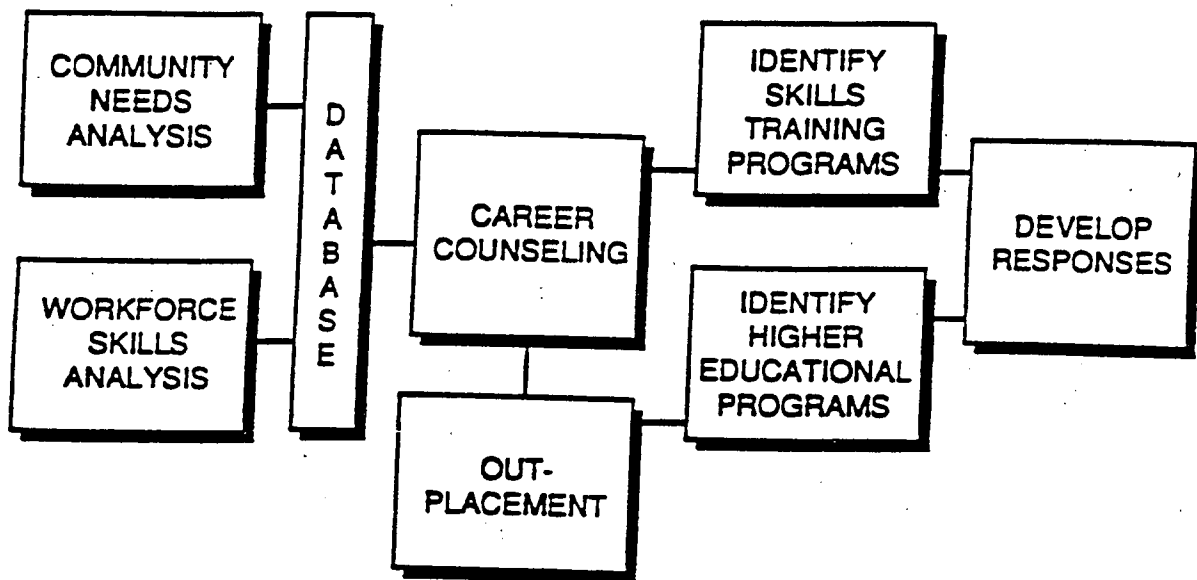


Fig. 5. Workforce restructuring and retraining needs analysis model.

Retraining for Internal Placement

Several retraining programs for internal placements are established at the Y-12 Plant. Preliminary analysis indicated the need for approximately 50 laboratory analysts on the Oak Ridge Reservation; a labship program, described in Chapter 5, has been initiated for 26 employees to meet that need; a second labship program is currently being evaluated. All affected employees have the opportunity to apply for those positions.

An ever-increasing need for administrative support personnel has been identified through these needs analyses. Enough open requisitions and contracts exist to retrain 25 affected employees who have a basic clerical background (many are former clerks and secretaries) in the Administrative Technologies Institute described in Chapter 5. Applications are now being reviewed for initiation of this program.

ORNL-DWG 93M-2973

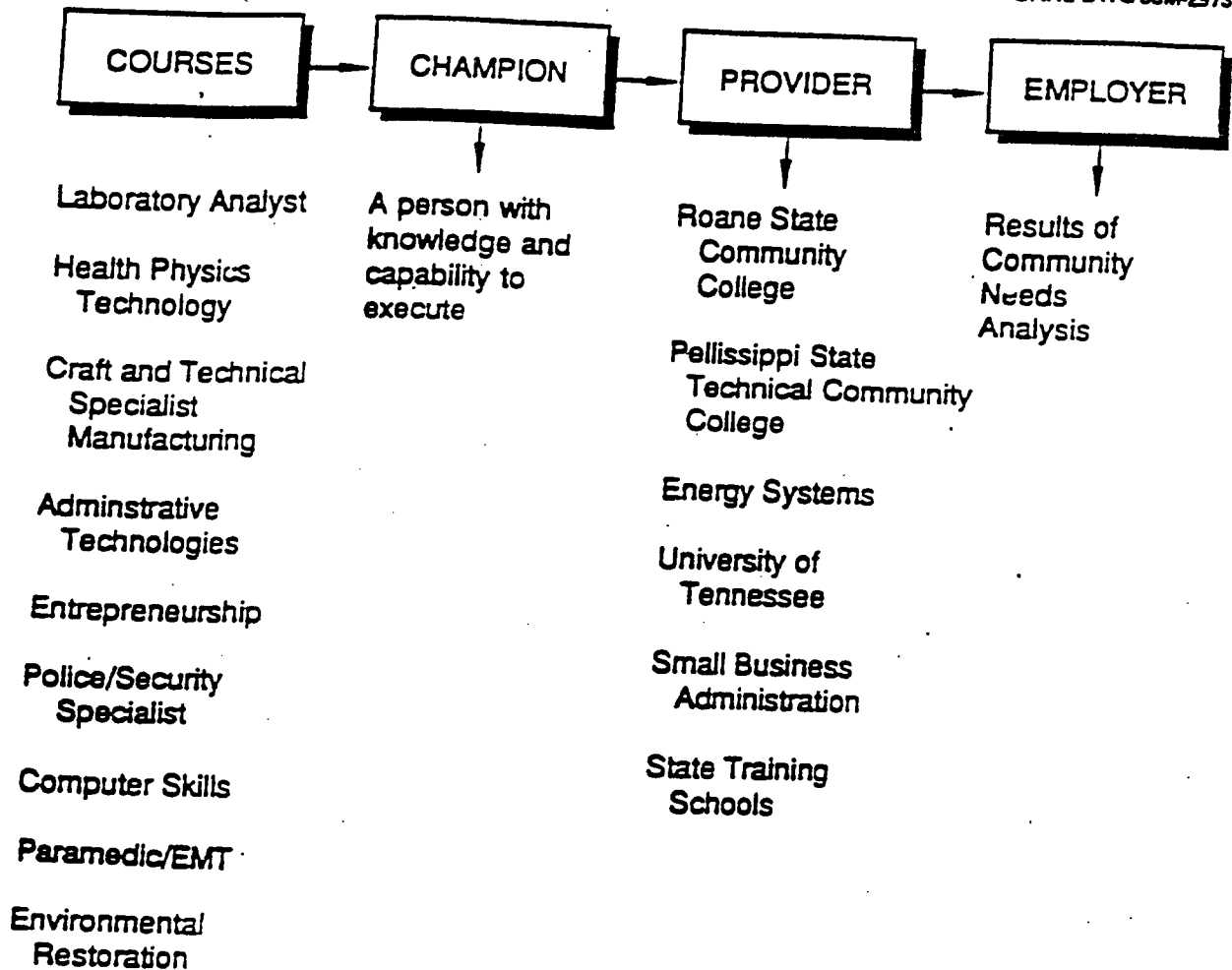


Fig. 6. Potential response tailored to community needs/workforce skills analysis.

Direct Out-Placement

The Y-12 Placement Center job lead developers maintain close ties with other Energy Systems facilities as well as with other DOE complexes around the country. Through these contacts, job lead developers have identified openings for craft positions, guard forces, and staff positions (some of which are at Pantex). Employees who are willing to relocate would be given all applicable information, travel, and resources to pursue those opportunities.

Retraining for Outplacement

A need has been identified by job lead developers for an additional 200 security personnel at a penal farm now under construction. A program is being offered to affected employees who wish to join those security forces. Other outplacement retraining efforts include Emergency Medical Technician and Paramedic training programs.

A need has been identified for ER/WM technical and professional personnel on the Oak Ridge Reservation. The ER/WM short courses outlined in Chapter 5 would begin October 1, 1993, to provide appropriately trained personnel to the Reservation.

Retraining Retained Workers

Many of the preceding programs are directed at short-term solutions to the RIF, but long-term factors also exist and should be considered when retraining/restructuring a workforce. The retained workforce must be kept abreast of new technologies and must take on the responsibilities of those who have left the payroll, many of whom had a much more diversified technical skill base. The retained workforce must be retrained to meet today's missions in both high-technology areas and diversified fields. For example, the high-voltage electrical crews will be heavily affected by the 1993 RIF, and meeting the safety and health goals of the Y-12 Plant will be a requirement in the retraining of the retained workforce. To address this factor a high-voltage electrical training program that will use dislocated workers as trainers is being proposed. Portions of this training would be extended to up to 200 retained workers in FY 1994 and FY 1995.

The Y-12 Plant is also developing a Manufacturing Skills Campus, which will involve machinists, machine maintenance personnel, digital electronic technicians, instrument electricians, and inspectors and will contain state-of-the-art manufacturing equipment still in production use. This Manufacturing Skills Campus would begin by retraining the retained workforce, but it would eventually be open to area industry to assist them in broadening the skills of their workforce both to increase U.S. competitiveness and to meet the technological needs of the future. The training package proposes to provide supplemental skills enhancement training to 200 retained Y-12 workers and reduced cost skills enhancement training to 200 regional manufacturing workers in FY 1994 and FY 1995.

The transfer of applied manufacturing and maintenance technologies to area industry can be broadened to nationwide Satellite Uplink training. The retraining program efforts could support a high-tech telecommunications center coming to Oak Ridge to present training courses of broad interest.

The Oak Ridge Y-12 Plant has a broad array of traditional craft apprentice training courses as well as introductory craft and advanced manufacturing apprentice training, all of which are instructed by journeyman craftspeople. In response to environmental and health concerns, several asbestos and refrigerant courses have been developed and delivered by mechanics in those fields. When the long-term needs of the area are considered, a Craft and Manufacturing Skills Campus would be an asset not only to the Y-12 Plant but also to the entire Southeast region and beyond in the future.

The Administrative Technologies Institute would provide skills enhancement training to approximately 50 retained administrative personnel beginning in FY 1994. Many of these individuals have been and are being internally transferred to new positions and work areas as the result of workforce restructuring.

COMMUNITY INVOLVEMENT

When 765 positions are reduced at the Y-12 Plant, it has a heavy impact on the local community. Not only are the direct workers affected, but also budget cuts flow down to subcontractors, automobile dealers, retailers, and almost every other sector of the community. For this reason, Section 3161 of the *National Defense Authorization Act* has included provisions for DOE to assist affected communities following a RIF.

An Adjustment Assistance Coordinating Council (AACC) was established during the 1992 RIF to serve as an educational and coordinational forum for DOE, Energy Systems, ATLC, and IGUA. The council has been reinstated to perform similar functions during the 1993 RIF, but it will also serve as a communication link for the local community leaders, MK-Ferguson (prime contractor), and the aforementioned groups.

Several meetings have been held to brainstorm and present innovative and profitable proposals for the community. Because Energy Systems cannot submit project proposals, Y-12 would join with community leaders to provide information and assistance to further the goals of growth and prosperity in the region. The Roane/Anderson Economic Council has been appointed as the focal point for project proposals and ideas for the community, and it will meet with AACC at least biweekly for both groups to share progress, initiatives, and concerns. The council has provided proposals for small business incubators and "Small Business Week" to be provided to Y-12 affected workers.

5. Retraining Programs

In order to successfully restructure the Y-12 Plant workforce to minimize FY 1993 RIF impacts and to become aligned to support new Y-12 Plant missions, retraining strategies were developed which will accomplish two missions:

1. Fill open positions within Energy Systems, DOE facilities, or outside companies.
2. Retrain the retained workforce to meet new Y-12 Plant missions.

Retraining to fill existing open positions will provide a short-term solution to the RIF. Retraining the retained workforce will address the long-term issues associated with meeting future missions in both high-technology areas and diversified fields. Figure 7 illustrates the timeframe required to successfully complete this retraining effort.

The following retraining programs are being developed to retrain the retained workforce and to eventually be open to area industry to assist in broadening the skills of the regional workforce to increase U.S. competitiveness and meet the technological needs of the future.

LABSHIP

PURPOSE

The purpose of the Labship program is to retrain 50 dislocated workers in the area of chemistry through a cooperative effort with Roane State Community College (RSCC), and to employ them as laboratory technicians in Energy Systems analytical laboratories in Oak Ridge. These laboratories perform millions of analyses a year for organizations locally and throughout the DOE Complex.

SCOPE

Successful Labship programs were completed in 1986 and 1993 to retrain workers dislocated in earlier reductions in force. All workers who successfully completed the curriculum were placed within Energy Systems facilities in Oak Ridge. Previous candidates were primarily displaced

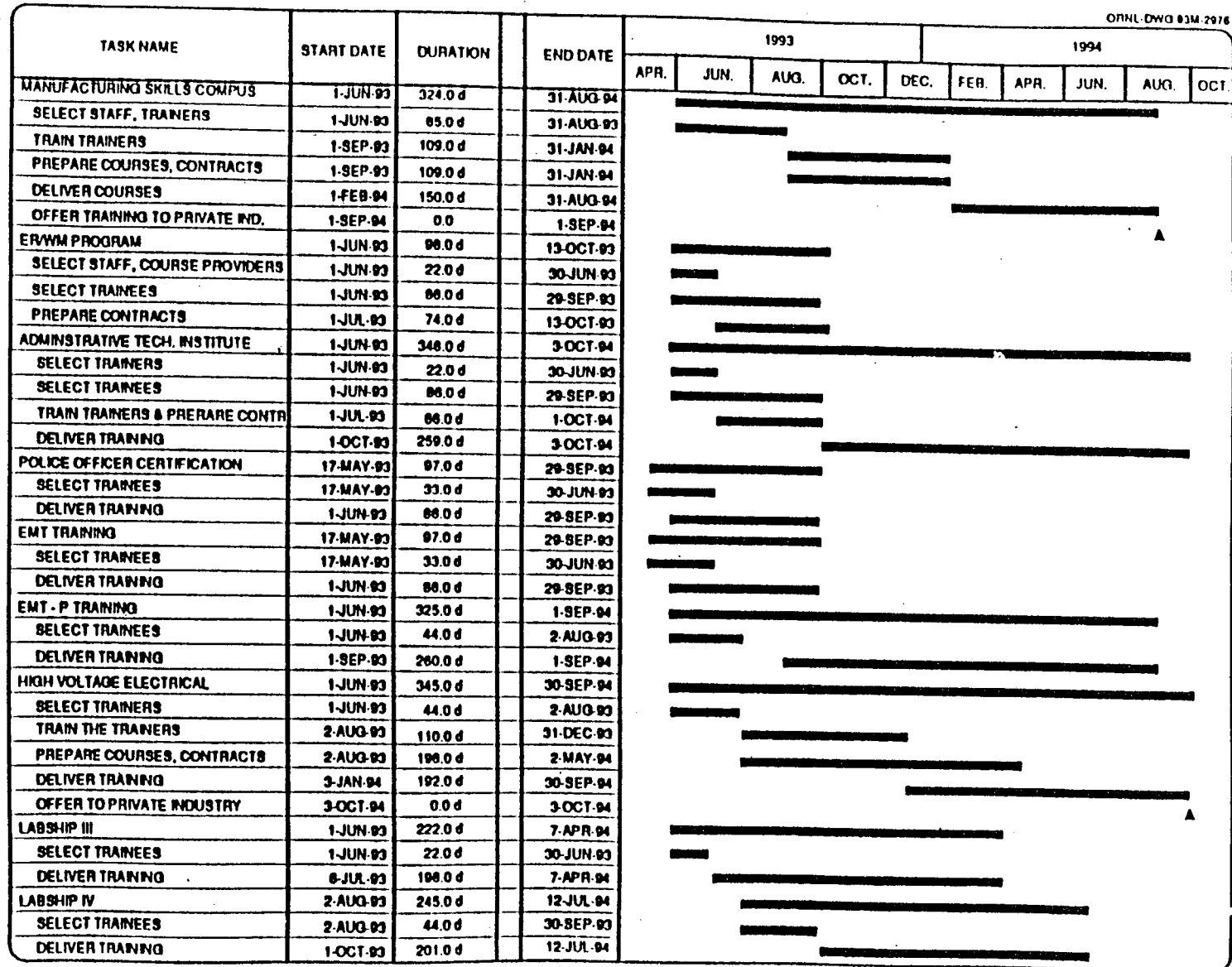


Fig. 7. Timeframe for Restructuring/Retraining.

security forces, machinists, and chemical operators. Preliminary analysis indicates that the need exists for two Labship programs in fiscal years 1993-1994 with 25 candidates in each. All employees will be eligible to apply for the program.

GENERAL INFORMATION

The Labship program is a 9-month program consisting of primarily classroom chemistry and mathematics courses. Up to 18 days are allotted for a hands-on tutorial, which is provided by experienced laboratory personnel who mentor the students one-on-one in the laboratories throughout their training.

Curriculum

COURSES: Basic Math, Basic Algebra, Advanced Algebra, and Reading and Study Skills

Duration	Taught by	Target audience
2 Months	RSCC	Dislocated workers

COURSES: Fundamentals of High School Chemistry, General Chemistry 121 Lecture/Lab, General Chemistry 122 Lecture/Lab

Duration	Taught by	Target audience
3 Months	RSCC	Dislocated workers

COURSES: Analytical/Instrumentation Chemistry, Radio Chemistry

Duration	Taught by	Target audience
4 months	RSCC	Dislocated workers

Courses Begin: July 1993 (Labship III)
October 1993 (Labship IV)

MANUFACTURING SKILLS CAMPUS

PURPOSE

The Oak Ridge Manufacturing Skills Campus (ORMSC) would use a core group of dislocated workers as trainers to facilitate the transfer of applied manufacturing and maintenance technologies to the retained workforce of the Y-12 Plant who are being transferred to new jobs, and eventually to provide training for private industry. A highly technical skill base will be needed to maintain national security capabilities at the Y-12 Plant and to stay abreast of current manufacturing technologies and applications. ORMSC will also elevate the manufacturing technology base in the Southeast region as it faces increasing worldwide competition. Figure 8 is a visual model of the center's structure.

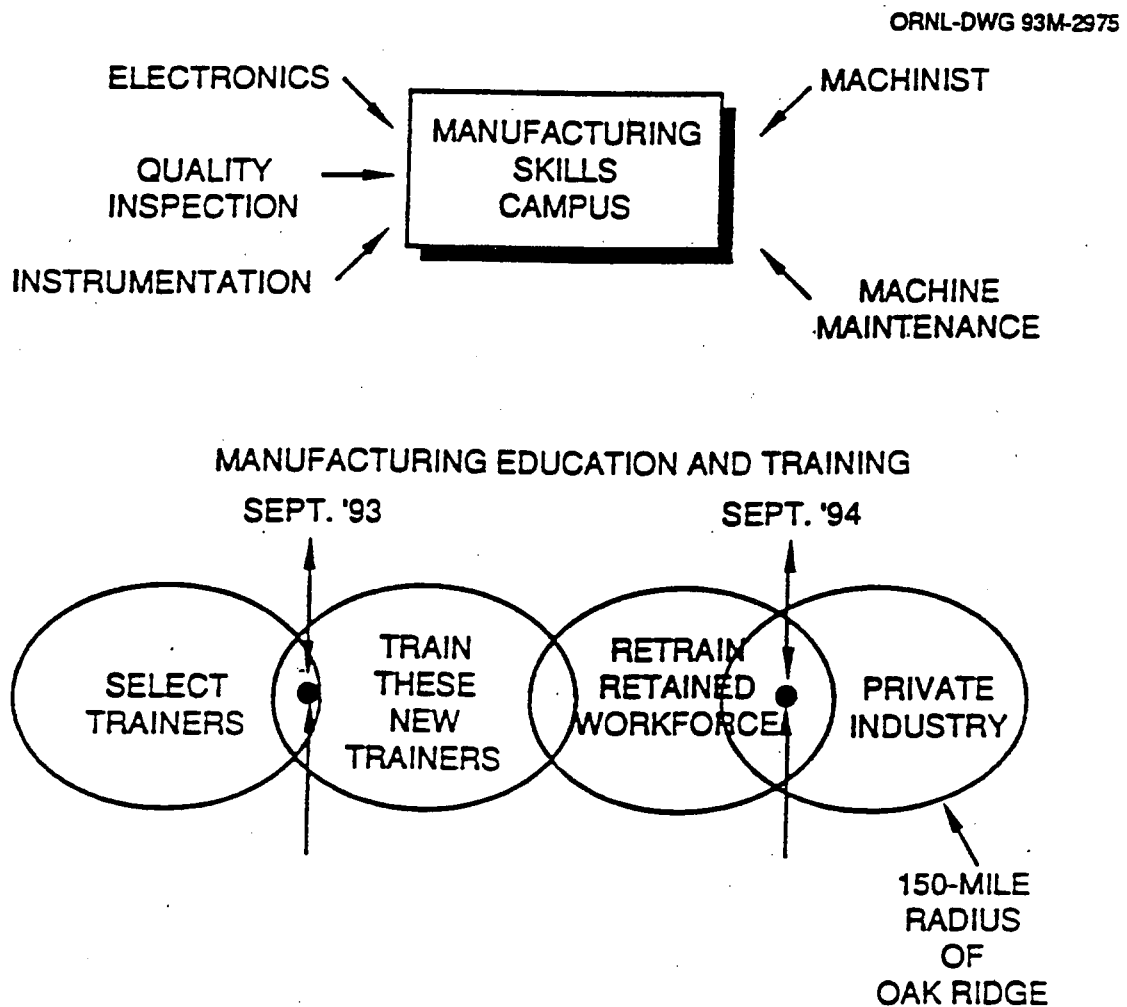


Fig. 8. Manufacturing Skills Campus.

SCOPE

ORMSC would include training as it relates to manufacturing technologies such as:

1. production operations (machining et al.),
2. machine maintenance,
3. digital/analog electronics,
4. electrical instrumentation, and
5. quality inspection.

Trainees would undergo an initial evaluation to determine the level of skills, knowledge, and abilities already accrued and afterwards would be enrolled only in appropriate courses. The area needs analysis, including data solicited from the regional industries, will indicate specific courses desired to elevate the manufacturing base knowledge in the region's private industries.

GENERAL INFORMATION

Y-12 has a significant opportunity to contribute to the global competitiveness of America and to provide jobs in Oak Ridge and nationally. The Y-12 role is to make things for America that no one else can provide and to teach others how to do it. Centers for Manufacturing Technology are being developed with a mission for Oak Ridge to be a customer-driven, nationally recognized, industrial resource center serving as a catalyst for applied research, demonstration, fabrication, design, development, prototyping, and education. ORMSC would become an integral, critical piece of the Oak Ridge Centers for Manufacturing Technology and would complement its goal of assisting American manufacturers to solve and prevent problems and to deploy technologies, particularly to small- and medium-sized companies. Forming linkages with local community colleges and universities in conjunction with available training programs would enable dislocated blue-collar workers to be trained as technical trainers. The training would be based primarily in Building 9737 at the Y-12 Plant with some classroom training being provided in other Y-12 Plant facilities and on local college campuses. The Centers for Manufacturing Technology would be able to provide not only professional expertise and assistance but also hands-on critical skills training to broaden the technical base of blue-collar workers in the DOE complex and in private industry. ORMSC would also help expedite the DOE goal of creating private-sector jobs in high-paying manufacturing areas, expand on the transition of the Southeast region from defense to commercial products, and, most importantly, improve American manufacturing competitiveness.

Highly skilled blue-collar craft workers would be selected to perform the hands-on training, and a large part of the classroom training. They would complete an array of train-the-trainer courses, including technical and instructional techniques, on-the-job trainer courses, and interpersonal

relations training. Both Energy Systems courses and classes offered through area community colleges could be combined to support this effort. This cadre of blue-collar trainers would bring to students their background knowledge and experience, as well as professional training expertise. Workers leaving the production areas to receive training would be relieved by trainers in order to maintain operations during training periods.

PRODUCTION OPERATIONS PERSONNEL

This category of trainees includes welders, metal fabricators, and production and job shop machinists. Training would be conducted by 25 manufacturing crafts personnel and 8 administrative/training personnel. The curriculum for this group will convey the knowledge and skills required for the machinist et al to efficiently produce a high-quality part on many different types of equipment. All training will be performance based and will be a blend of classroom and on-the-job (OJT) environments. Class size will be maintained at 10 or fewer trainees, whereas the OJT portion of the training will require a 1:1 or 1:2 ratio of trainer to trainees depending on the complexity of the operations being taught. The minimum entry requirement for individuals in this program will be a journeyman status.

Curriculum

COURSE: Computer Numerical Control (CNC) Machine Operation

DESCRIPTION: Simple commands, basic control layout, and how to load programs. Use of CNC simulators and hands-on training is incorporated.

Hours	Taught by	Target audience
40	Energy Systems	Machinists

COURSE: Shop Mathematics

DESCRIPTION: Basic mathematics to enable students to understand concepts in other classes. Simple geometric relationships. Inch/metric conversion.

Hours	Taught by	Target audience
40	Community college	Shop personnel

COURSE: Blueprint Reading

DESCRIPTION: Engineering drawing principles, tolerances, true-position dimensioning.

Hours	Taught by	Target audience
40	Community college	Shop personnel

COURSE: Shop Theory

DESCRIPTION: Use of hand tools measuring devices. Basic mechanical properties.

Hours	Taught by	Target audience
40	Energy Systems	Shop personnel

COURSE: Grinding

DESCRIPTION: Surface, cylindrical, thread, tool and cutter, and jig grinding. Also includes selection of grinding wheels or burrs.

Hours	Taught by	Target audience
40	Energy Systems	Shop personnel

COURSE: Milling

DESCRIPTION: Operation of various milling equipment including horizontal and vertical boring mills and selection of cutters.

Hours	Taught by	Target audience
40	Energy Systems	Machinists

COURSE: Turning

DESCRIPTION: Operation of manual lathes, precision turning machines, and vertical turret lathes. Use of lathe turrets and tooling, threading and bar feed operations, and tool setting.

Hours	Taught by	Target audience
40	Energy Systems	Machinists

COURSE: Electrical discharge machines (EDM)

DESCRIPTION: Operation of ram-type (sinker) EDMs and wire-feed EDMs.

Hours	Taught by	Target audience
40	Energy Systems	Machinists

COURSE: Boring

DESCRIPTION: Operation of jig boring equipment and tilting rotary tables.

Hours	Taught by	Target audience
40	Energy Systems	Machinists

COURSE: Shop Safety

DESCRIPTION: Personal protective equipment, safe shop practices, and basic tool and equipment safety.

Hours	Taught by	Target audience
40	Energy Systems	All personnel

COURSE: Hoisting and Rigging

DESCRIPTION: General use of overhead cranes, slings, and lifting fixtures.

Hours	Taught by	Target audience
20	Energy Systems	Shop personnel

COURSE: Hazard Recognition

DESCRIPTION: Recognition and analysis of shop hazards, including mitigation plans to minimize risks.

Hours	Taught by	Target audience
20	Energy Systems	Shop personnel

COURSE: Working With Hazardous Materials

DESCRIPTION: Awareness of materials and their hazards, hazard markings, safe storage and handling of materials, and material safety data sheets.

Hours	Taught by	Target audience
30	Energy Systems	Shop personnel

COURSE: Radiation Protection

DESCRIPTION: Biological effects of radiation, dose limits, plant action values, as low as reasonably achievable (ALARA) principles, shielding, and basic characteristics of alpha/beta/gamma radiation.

Hours	Taught by	Target audience
30	Energy Systems	Rad workers

COURSE: Waste Management/Environmental

DESCRIPTION: Safe, and legal handling of all solid, liquid, and gaseous wastes and by-products including regulations for National Environmental Protection Act (NEPA) air permits and Resource Conservation and Recovery Act (RCRA) and Toxic Substances Control Act (TSCA) storage areas.

Hours	Taught by	Target audience
30	Energy Systems	Shop personnel

COURSE: Welding

DESCRIPTION: Basic welding techniques to enable craftsmen to qualify for Military Standard and American Society of Mechanical Engineers (ASME) credentials.

Hours	Taught by	Target audience
40	Energy Systems	Welders

COURSE: Sheet Metal Fabrication

DESCRIPTION: Basic sheet metal and metal forming techniques, including layout, press brake work, rolling, forming, stamping, and material finishing.

Hours	Taught by	Target audience
40	Energy Systems	Metal fabricators

COURSE: Shop Inspection Techniques

DESCRIPTION: Includes use of coordinate measuring machine, micrometers, and other gages.

Hours	Taught by	Target audience
40	Community college	Shop personnel

COURSE: Basic Metallurgy

DESCRIPTION: Heat treating, foundry practices, and metallurgical terminology.

Hours	Taught by	Target audience
40	Energy Systems	Boilermaker, Chemical Operations, Heat treatment

COURSE: Basic CNC Programming

DESCRIPTION: Basic CNC language commands and canned cycles and writing of simple programs.

Hours	Taught by	Target audience
80	Energy Systems	Machinists

COURSE: Process Planning and Procedure development

DESCRIPTION: Developing and documenting complete manufacturing instructions.

Hours	Taught by	Target audience
40	Energy Systems	Staff

COURSE: Process Control

DESCRIPTION: Understand the variables that affect processes, use of statistical tools, in-process gaging and feedback, and following procedures.

Hours	Taught by	Target audience
40	Energy Systems	Shop personnel

MACHINE MAINTENANCE PERSONNEL

The curriculum for this group of machinists will concentrate on courses that will directly relate to the upgrade, repair, and maintenance of metal forming or metalworking equipment. Training will be done by 15 dislocated machinists and 5 administrative/training personnel. The course work will be conducted both in the classroom and on the job. Most of the training materials for this program have been developed and have been accepted by local community colleges as equivalent, in part, to their college curriculum. These colleges will grant 25 credit hours for the Machine Maintenance Program toward a Manufacturing Technology degree.

The classroom size will be maintained at 10 or fewer students, depending on the subject matter being taught. Much of the OJT training will require a trainer-to-trainee ratio of 1:1 or 1:2, depending on the complexity of the operations being taught. All training will be performance based. The minimum entry requirement for this program will be a journeyman status as a machinist.

Curriculum

COURSE: CNC Maintenance Applications

DESCRIPTION: Use CNC to diagnose machine problems. Write simple programs.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinists

COURSE: Machine Tool Maintenance and Repair

DESCRIPTION: Basic principles of mechanical troubleshooting and repair for various machine types and systems.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinists

COURSE: Air Bearings

DESCRIPTION: Principles of air-bearing surfaces; fabrication, troubleshooting, and repair of air-bearing components, such as steady rests, ram guides, and spindles.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinists

COURSE: Metrology for Machine Tools

DESCRIPTION: Equipment use and interpretation of data from laser measurement systems.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinists

COURSE: Hydraulics

DESCRIPTION: Hydraulic principles; troubleshooting and repair of hydraulic components.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinists

COURSE: Instrument Use and Calibration

DESCRIPTION: Care, operation, and interpretation of data from electronic indicators, automatic collimators, electronic levels, and strip-chart recorders.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinist

COURSE: Geometric Alignment and Repair

DESCRIPTION: Geometric relationships such as straightness, parallelism, squareness, and fits between matched surfaces.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinists

COURSE: Fundamentals of Scraping

DESCRIPTION: Proper methods and techniques of scraping to achieve mechanical accuracies.

Hours	Taught by	Target audience
40	Energy Systems	Maintenance machinists

COURSE: Bearing Basics

DESCRIPTION: Proper care, storage, selection, and installation of bearings.

Hours	Taught by	Target audience
40	Community colleges	Maintenance machinists

DIGITAL ELECTRONICS

This category of trainees would include electrical/electronic personnel necessary to maintain digital systems related to manufacturing technology. Training would be conducted by 18 electricians and 5 administrative/training support personnel. The curriculum for this group is intended to provide manufacturing technology training in the maintenance of CNC machine tools, dimensional inspection machines, communication equipment, security systems, laboratory and radiological (RAD) instrumentation, and diagnostics equipment. All training will be performance based and will be a blend of classroom and OJT. Classroom size will be limited to 15 trainees; the OJT portion of the training will require either a 1:1 or a 1:2 ratio, depending on the complexity of the operation. The minimum entry requirement for individuals in the program will be a journeyman electrician status.

Curriculum

COURSE: Technical Math

DESCRIPTION: Review of math and algebra in support of digital electronic study.

Hours	Taught by	Target audience
40	Energy Systems	Electricians

COURSE: Electronic Fundamentals

DESCRIPTION: Review and intermediate study of AC-DC theory, electronic circuit design, and test equipment.

Hours	Taught by	Target audience
140	Energy Systems	Electricians

COURSE: Fundamentals of Digital Electronics

DESCRIPTION: Fundamentals and theory of digital logic, including numbering systems, the design and application of digital circuitry, and combinations of logic circuits.

Hours	Taught by	Target audience
60	Energy Systems	Electricians

COURSE: Advanced Digital Theory

DESCRIPTION: Fundamentals of microprocessors, microcomputers, and machine-level language.

Hours	Taught by	Target audience
80	Energy Systems	Electricians

COURSE: Advanced Computer Systems

DESCRIPTION: Fundamentals of microprocessors, microcomputers, and machine-level language.

Hours	Taught by	Target audience
80	Energy Systems	Electricians

COURSE: Maintenance of Specific Personal Computers

DESCRIPTION: Theory, diagnostics, and maintenance of IBM and Macintosh personal computer systems. Operating system software will be emphasized for both systems, including Microsoft DOS and the Desktop System version 7.

Hours	Taught by	Target audience
120	Energy Systems	Electricians

COURSE: Maintenance of Specific Mainframe Computers

DESCRIPTION: Theory, software, diagnostics, and maintenance of DEC PDP 11, VAX, and MicroVAX computer systems. Training will be plant-specific and include security-related systems.

Hours	Taught by	Target audience
400	Energy Systems	Electricians

COURSE: Fundamentals of Digital Communications Systems

DESCRIPTION: Fundamental study of digital communications, including communications standards, statistical multiplexing, local area networks, high-speed data communications, coaxial systems, and fiber optics.

Hours	Taught by	Target audience
120	Energy Systems	Electricians

COURSE: Maintenance of Digital Communications Systems

DESCRIPTION: Diagnostic and maintenance digital communications, including statistical multiplexing, local area networks, coaxial systems, and fiber optic networks. The course focuses on effective installation, repair, and use of special installation and test equipment.

Hours	Taught by	Target audience
80	Energy Systems	Electricians

COURSE: Programmable Controllers

DESCRIPTION: Basic and advanced programmable controller, theory, application, and maintenance. This course includes analog input/output, data transmission, shift registers, rung control, network/processor to processor, advanced math functions, and programming.

Hours	Taught by	Target audience
120	Energy Systems	Electricians

COURSE: Fundamentals of Numerical Control

DESCRIPTION: Introduction to computer numerical control machines used for the fabrication and inspection of mechanical components. Instruction to include theory, software, diagnostics, and maintenance of computer control systems, motor controllers, and position detection devices.

Hours	Taught by	Target audience
120	Energy Systems	Electricians

COURSE: Advanced Numerical Control Systems

DESCRIPTION: Advanced theory, software, diagnostics, and maintenance of computer numerical control systems.

Hours	Taught by	Target audience
80	Energy Systems	Electricians

COURSE: Maintenance of Specific Numerical Control Systems

DESCRIPTION: Diagnostics and maintenance of LeBlond lathes, Excello "T" bed and vertical machines, and coordinate measuring machines.

Hours	Taught by	Target audience
120	Energy Systems	Electricians

ELECTRICAL INSTRUMENTATION

This program would provide a manufacturing technology training facility in the specialty of maintenance of analog electronic systems, including operational amplifiers, communication equipment, security systems, laboratory and RAD instrumentation, and diagnostic equipment. Training of selected candidates from the restructured Energy Systems workforce based on a workforce skills analysis will provide qualified skilled workers to surrounding area employers.

Training would be conducted by 17 electricians and 5 administrative/training support personnel. All training will be performance-based and will be a blend of classroom instruction and OJT. Classroom size will be limited to 15 trainees. The OJT portion of the training will require a 1:1 or a 1:2 ratio, depending on the complexity of the operation. The minimum entry requirement for individuals in the program will be journeyman status.

Curriculum

COURSE: Mathematics for Electronics Technicians

DESCRIPTION: Covers algebra, trigonometry, and basic calculus.

Hours	Taught by	Target audience
80	Community colleges	Electricians

COURSE: Electronics Fundamentals

DESCRIPTION: Basic electronic fundamental theory, component identification, circuit analysis, DC theory, and schematic reading and drawing; includes laboratory time.

Hours	Taught by	Target audience
520	Energy Systems Community Colleges	Electricians

COURSE: Diagnostic Equipment

DESCRIPTION: Study and laboratory work on the use of various diagnostic instrumentation, including oscilloscopes, multibridges, wattmeters, and specialized analyzers.

Hours	Taught by	Target audience
120	Energy Systems	Electricians

COURSE: Operational Amplifiers

DESCRIPTION: Training in the theory and uses of operational amplifiers.

Hours	Taught by	Target audience
20	Energy Systems	Electricians

COURSE: Advanced Analog Theory and Circuitry

DESCRIPTION: Applying basic electronic fundamentals to advanced instrumentation and problems.

Hours	Taught by	Target audience
280	Energy Systems	Electricians

COURSE: High-Voltage Theory, Systems, and Safety

DESCRIPTION: Training in generating, controlling, and using high-voltage DC power supplies.

Hours	Taught by	Target audience
40	Energy Systems	Electricians

COURSE: Specialized Equipment Training

DESCRIPTION: Use of previously learned theory to study the operation and maintenance of specialized industrial equipment, including the following:

- Analog control systems - 80 hours,
- Laboratory equipment (spectrometers, sensitometers, quantum measuring systems, etc.) - 160 hours,
- Physical measuring systems (flatness, distance, angular, height, weight, etc.) - 60 hours,
- Radiation instrumentation - 80 hours,
- Communication equipment (radio, TV) - 200 hours,
- Security systems - 160 hours, and
- Laser equipment - 40 hours.

Hours	Taught by	Target audience
780	Energy Systems	Electricians

COURSE: Troubleshooting Techniques

DESCRIPTION: Training in how to isolate, detect, and repair faulty equipment; includes laboratory study.

Hours	Taught by	Target audience
40	Energy Systems	Electricians

COURSE: Construction/Manufacturing Techniques

DESCRIPTION: Training in the construction of unique instruments and the manufacture of printed circuits.

Hours	Taught by	Target audience
40	Energy Systems	Electricians

QUALITY INSPECTION

Quality training consists of the following three elements:

- Machinist Inspectors,
- Equipment and Material Inspectors, and
- Welder Certification.

Machinist Inspector Training

Retraining of machinist inspectors is needed to improve skills and background education to support the technical skills required to operate today's coordinate measuring machines (CMM) and upgraded precision inspection systems. Trainers would include three Numerical Control (NC) engineers, one dimensional inspection engineer, one trainer, and one administrative support employee. Training would be a combination of classroom instruction and OJT.

COURSES: Algebra and Trigonometry

DESCRIPTION: Advanced Geometric Tolerancing/Shop Math.

Hours	Taught by	Target audience
120	Community colleges	Dimensional Inspectors QA Engineers

COURSE: Numerical Control (NC) Programming

DESCRIPTION: Enhanced Leitz CMM Software Quindos.

Hours	Taught by	Target audience
80	Private contractor	NC Programmers Dimensional Inspectors

COURSE: CMM Control

DESCRIPTION: Basic CMM programming techniques.

Hours	Taught By	Target Audience
520	Energy Systems	Dimensional Inspectors

COURSE: Optical Measuring Systems

DESCRIPTION: Basic operation and data analysis for laser tracker.

Hours	Taught by	Target audience
120	Energy Systems	Dimensional Inspectors

COURSE: Intelligent Inspection Systems

DESCRIPTION: Advanced programming, hardware, interfacing techniques.

Hours	Taught by	Target audience
80	Energy Systems	NC Programmers Dimensional Inspectors

Equipment and Material Inspector Training

Equipment and material inspector training would address added equipment inspection and material evaluation requirements. Support for this program would consist of one engineer experienced in the regulatory, equipment, and material areas.

Curriculum

COURSE: Board Certification for Pressure Systems Inspection

DESCRIPTION: State-licensed boiler and pressure vessel inspection.

Hours	Taught by	Target audience
280 class hours 18 months OJT	Energy Systems	Inspectors

COURSE: ASNT Material Certification

DESCRIPTION: Liquid penetrant, magnetic particle, or radiography qualification to ANSI/TC/IA.

Hours	Taught by	Target audience
200 18 months OJT	Energy Systems	Inspectors

COURSE: Department of Transportation (DOT)

DESCRIPTION: Cargo tanker, gas cylinder, and shipping containers inspection.

Hours	Taught by	Target audience
180 18 months OJT	Energy Systems	Inspectors

COURSE: Material Handling Equipment

DESCRIPTION: Forklift, crane, elevator, hoist, and lifting fixture inspection.

Hours	Taught by	Target audience
300 18 months OJT	Energy Systems	Inspectors

Welder Training and Certification

The Y-12 Plant performs welder certification and training for all of the welders in the Oak Ridge complex. This task must continue and should increase in scope to accommodate displaced welders and other workers who wish to become qualified to perform the various types of welding required in the local job market. For example, a worker may wish to become certified for construction welding, nuclear facility welding, or other welding required by industry. Both retraining of retained workers and retraining for outside needs can be accomplished in this initiative. Training support for this effort would consist of two weld inspectors and one records administration employee.

COURSE: Weld Performance Qualification (WPQ)

DESCRIPTION: Qualification to weld by process (GMAW, SMAW, GTAW, etc.) in compliance with ASME or AWS code.

Hours	Taught by	Target audience
240	Energy Systems	Maintenance welders

**ENVIRONMENTAL RESTORATION/ WASTE
MANAGEMENT TRAINING****PURPOSE**

The Environmental Restoration Waste Management (ER/WM) retraining program would retrain existing Energy Systems employees skilled in the function and operations of a Defense Programs facility to entry-level ER/WM positions. The program would also establish a replicable model to serve future ER/WM training needs for Energy Systems and area subcontractors. Preliminary estimates of ER/WM employment growth indicate that the total number of employees supporting those activities will double during the 1992-1997 period.

SCOPE

This program would retrain security personnel, facility maintenance personnel, skilled craft workers in production and maintenance, and exempt professionals in engineering, production, and support functions. The initial proposed mix would be hourly, nonexempt, and exempt personnel to be retrained for existing ER/WM needs on the Oak Ridge Reservation. These trainees would be available to either Energy Systems or other contractors.

GENERAL INFORMATION

The ER/WM training program would be managed by the Oak Ridge Environmental Education and Training Alliance (OREETA). The Executive Team members of this alliance are representatives from labor unions, Energy Systems, the Oak Ridge Waste Management Association, Roane State Community College, the Oak Ridge Institute for Science and Education, local community leaders, and DOE.

After the pilot retraining program for affected workers at the Oak Ridge Y-12 Plant, OREETA would continue to conduct overlapping cycles of retraining. As the demand for new skills increases with new regulatory requirements or the adoption of new clean-up technologies, OREETA would provide retraining and cross training in those new skills.

Curriculum (Hourly/Non-exempt)

COURSE: Introduction to Environmental Laws and Regulations and Why We Are Cleaning Up

Duration	Taught by	Target audience
1/2 Week	OREETA	Hourly/nonexempt

COURSE: Chemistry of Hazardous Materials

Duration	Taught by	Target audience
1 Week	OREETA	Hourly/nonexempt

COURSE: Waste Handling/Waste Minimization

Duration	Taught by	Target audience
1 Week	OREETA	Hourly/nonexempt

COURSE: RCRA/CERCLA/NEPA

Duration	Taught by	Target audience
1 Week	OREETA	Hourly/nonexempt

COURSE: TSCA and Other HAZMAT Regulations

Duration	Taught by	Target audience
1/2 Week	OREETA	Hourly/nonexempt

COURSE: Clean Air/Clean Water

Duration	Taught by	Target audience
1/2 Week	OREETA	Hourly/nonexempt

COURSE: Data Handling

Duration	Taught by	Target audience
1 Week	OREETA	Hourly/nonexempt

COURSE: Applied Math/Statistics/Data Analysis

Duration	Taught by	Target audience
1 1/2 Week	OREETA	Hourly/nonexempt

COURSE: QA/QC

Duration	Taught by	Target audience
1/2 Week	OREETA	Hourly/nonexempt

COURSE: Documentation - Record Keeping/Recording

Duration	Taught by	Target audience
1/2 Week	OREETA	Hourly/nonexempt

COURSE: Instrumentation

Duration	Taught by	Target audience
1 Week	OREETA	Hourly/nonexempt

COURSE GROUP: ER Option

DESCRIPTION: CERCLA site procedures, instrumentation/ monitoring/sampling, 40-hour general site worker training, and emergency response.

Duration	Taught by	Target audience
3 Weeks	OREETA	Hourly/nonexempt

COURSE GROUP: WM Option

DESCRIPTION: 24-hour TSDF operator training, RCRA site procedures, instrumentation, and emergency response.

Duration	Taught by	Target audience
3 Weeks	OREETA	Hourly/nonexempt

Curriculum (Exempt)

COURSE: Principles of Environmental Project Management

Duration	Taught by	Target audience
1 Week	OREETA	Exempt

COURSE: Laws and Regulatory Issues

Duration	Taught by	Target audience
1/2 Week	OREETA	Exempt

COURSE: Risk Management

Duration	Taught by	Target audience
1 Week	OREETA	Exempt

COURSE: RCRA/CERCLA/NEPA

Duration	Taught by	Target audience
1 Week	OREETA	Exempt

COURSE: TSCA/Clean Air/Clean Water

Duration	Taught by	Target audience
1 Week	OREETA	Exempt

COURSE: DOE RDDT&E and Introduction to ER/WM

Duration	Taught by	Target audience
1/2 Week	OREETA	Exempt

COURSE: Financial Management

Duration	Taught by	Target audience
1/2 Week	OREETA	Exempt

COURSE: Subcontracting and Procurement

Duration	Taught by	Target audience
1/2 Week	OREETA	Exempt

COURSE GROUP: ER Option

DESCRIPTION: Chemical and physical analysis, RE/FS, and hydrogeology.

Duration	Taught by	Target audience
2 Weeks	OREETA	Exempt

COURSE GROUP: WM Option

DESCRIPTION: Waste management (radioactive, hazardous, and mixed waste).

Duration	Taught by	Target audience
2 Weeks	OREETA	Exempt

COURSE GROUP: HAZWRAP Option

DESCRIPTION: WFO/DOE-HQ program overview and RI/FS

Duration	Taught by	Target audience
2 Weeks	OREETA	Exempt

An additional four weeks of on-the-job training is required for the exempt programs.

Courses Begin: October 1, 1993

POLICE OFFICER CERTIFICATION

PURPOSE

This program provides certification by the State of Tennessee as a police officer.

SCOPE

Although individual areas may have specific academies or required training, this certification would better prepare affected workers for entry into the local job market. Efforts are under way by the Y-12 Placement Center and through the area needs analysis to identify specific job openings. Funds would be directed toward training for the requirements of that area. This training may also be applied to a Criminal Justice degree at local community colleges.

Preliminary analysis indicates that 100 affected employees are interested.

COURSE: Police Officer Certification

Duration	Taught by	Target audience
8 Weeks	Community colleges	100 personnel

Courses begin: August 1993

EMERGENCY MEDICAL PROGRAM

PURPOSE

This program would ease the transition from the defense industry into the paramilitary field for affected employees who are interested.

SCOPE

The majority of participants are expected to be drawn from the Safeguards, Security, and Emergency Preparedness (SSEP) sector of the Y-12 Plant workforce. A high demand now exists for EMT and EMT-P personnel in East Tennessee. Preliminary analysis of the Y-12 Plant workforce indicates that 33 affected workers are interested in these fields.

EMERGENCY MEDICAL TECHNICIAN (EMT)

Successful completion in this course would result in certification by the State of Tennessee as an EMT. Courses are provided during a 3-month time period for 6 hours per week; a current CPR certification is required as a prerequisite. Energy Systems will provide the CPR certification prerequisite as necessary.

COURSE: Emergency Medical Technician Training

Duration	Taught by	Target audience
80 hours	Community colleges	28 personnel

Courses begin: August 1993

PARAMEDIC TRAINING (EMT-P)

Successful completion of this course would result in certification by the State of Tennessee as an EMT-P. Applicants must pass a prerequisite EMT written test, have one year experience as an EMT, and pass both a psychological test and an interview.

COURSE: Emergency Medical Technician - Paramedic Training

Duration	Taught by	Target audience
1 Year	Community colleges	5 personnel

Courses begin: September 1993

ADMINISTRATIVE TECHNOLOGY INSTITUTE**PURPOSE**

The Oak Ridge Administrative Technology Institute (ATI) would be formed to retrain displaced workers in the critical administrative positions at Energy Systems facilities.

SCOPE

Because many of the employees affected by the Y-12 Plant reduction in force have backgrounds in clerical skills, they may be retrained to upgrade those skills and to join the high-demand administrative technologies workforce. ATI would also provide continuing education and skills updating to all Y-12 Plant administrative personnel and would create a career ladder in the field of administrative technologies.

GENERAL INFORMATION

Training would be delivered to an anticipated 25 personnel by Energy Systems personnel and contractors along with local community colleges. An integral part of the curriculum would be hands-on training for students in a work center operated by the institute performing work for other organizations.

The Minnesota Clerical Assessment Battery would be administered to each program entrant to assess levels of skills in keyboarding, proofreading, filing, business vocabulary, and business math. A personal curriculum would be developed based on the test results. As training progresses, these people would fill administrative positions that are currently unfilled or that are being filled by subcontractors.

The critical success factors of ATI would be the provision of cutting-edge computing technology training, comprehensive English language training and to the graduation of high-performance, results-oriented employees. A flexible curriculum would be maintained to meet the ever-changing needs of the workforce. Duration of the program would be one year.

Curriculum

COURSE GROUP: Technical Skills

DESCRIPTION: Computer and word processing basics, advanced word processing, desk-top publishing, graphics, data base management, and shared systems.

Taught by	Target audience
Energy Systems	Dislocated workers

COURSE GROUP: English Fundamentals

DESCRIPTION: Grammar, usage, spelling, and vocabulary.

Taught by	Target audience
Community college	Dislocated workers

COURSE GROUP: Writing Skills

DESCRIPTION: Composition, proofreading, editing, and notetaking.

Taught by	Target audience
Community college	Dislocated workers

COURSE GROUP: Oral Communications

DESCRIPTION: Telephone and presentation skills; communicating with management.

Taught by	Target audience
Energy Systems	Dislocated workers

COURSE GROUP: Finance

DESCRIPTION: Budgeting and basic statistics.

Taught by	Target audience
Energy Systems	Dislocated workers

COURSE GROUP: Energy Systems-Specific Training

DESCRIPTION: Formats, filing, requirements, requesting plant services, organizational overview, company overview, and policies and procedures.

Taught by	Target audience
Energy Systems	Dislocated workers

COURSE GROUP: Task Skills

DESCRIPTION: Planning/facilitating meetings, project management, data organization, systematic problem solving and decision making, time management, and total quality management.

Taught by	Target audience
Energy Systems	Dislocated workers

COURSE GROUP: People Skills

DESCRIPTION: Partnering with management, teamwork, customer satisfaction, influencing others, and listening skills.

Taught by	Target audience
Energy Systems	Dislocated workers

COURSE GROUP: Self-Management Skills

DESCRIPTION: Stress management, ergonomics, personal time management, self-empowerment, and risktaking.

Taught by	Target audience
Energy Systems	Dislocated workers

Courses begin: July 1993

HIGH-VOLTAGE ELECTRICAL TRAINING

PURPOSE

High-Voltage Electrical Training will develop the knowledgeable, experienced, and skilled high-voltage electrical workforce required to safely and effectively operate and maintain High-Voltage Electrical Distribution Systems. The current high-voltage workforce is heavily impacted by the 1993 Y-12 reduction in force.

SCOPE

Selected candidates from the restructured Energy Systems workforce would be trained in the specialized high-voltage skills forfeited by the reduction in force at the Y-12 plant.

GENERAL INFORMATION

Classroom training would be provided by Energy Systems and its contractors. Existing shops, test equipment, and materials would be provided at the Y-12 Plant. Four instructors would be selected from the dislocated high-voltage hourly workforce and given specific train-the-trainer instruction. Training would then commence to rebuild the high-voltage electrical workforce, and would be extended to upgrade the level of knowledge and skills of the existing workforce.

Curriculum

COURSE: National Electrical Code

DESCRIPTION: This course will benefit all personnel who design, install, or maintain electrical premises wiring systems. Students will learn to apply the Code

to analyze and solve electrical problems. This course also covers ampacity determination for sizing conductors, selecting overcurrent protection, and grounding.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Electric Print Reading

DESCRIPTION: This course introduces the student to the use of the single-line, three-line, elementary, and functional control diagrams with emphasis on electrical power systems. Emphasis is also placed on basic print-reading techniques from the standpoint of using electrical drawings together with their specific symbols, components, and applications.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: High-Voltage Switching and Safety

DESCRIPTION: This course presents indoor and outdoor substation and bus arrangements, basic operation of switching devices, switching methods, and use of protective equipment. Safety requirements, tag-out and lock-out procedures, and safety programs will be discussed.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: High-Voltage Safety

DESCRIPTION: This is a comprehensive safety seminar that is particularly beneficial for high-voltage electricians. Current information is given pertaining to hazards of shock, arc, and blast. Students also learn how to avoid hazards of electricity by using special precautionary techniques, personal protective equipment, insulating and shielding materials, and insulated tools.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Y-12 High-Voltage Distribution Course

DESCRIPTION: This course covers the high-voltage power distribution system within the Y-12 Plant and emphasizes all levels of the power distribution system. The course will cover safety, distribution voltages, breakers, switches, transformers, protective relays, etc., as they pertain to operating and maintaining the plant power distribution system safely and reliably.

Duration	Taught by	Target audience
120 hours	Energy Systems	Electricians

COURSE: Low- and Medium-Voltage Motor Contactors and Starters

DESCRIPTION: This course is designed to give electricians or maintenance personnel a complete understanding of the operation of motor starters, both low- and medium-voltage. Students will become acquainted with motor control circuits and components. Safe working practices and lock-out methods are discussed to give students necessary information and confidence to do the job safely.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Circuit Breaker Maintenance

DESCRIPTION: This course concentrates on the most popular types of metal-clad switchgear, both air and vacuum. All aspects of maintenance and testing of these breakers are covered. Students will learn how to perform contact resistance, insulation resistance, power/dissipation factor tests, perform maintenance, and evaluate test results.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Power Transformer Maintenance and Testing

DESCRIPTION: Students conduct power/dissipation factor tests, winding tests, insulation tests, core excitation, and ratio tests. Students learn sampling, testing, and interpretation of gases, insulation liquids, and the use and interpretation of nameplates to avoid costly errors.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Batteries and Chargers

DESCRIPTION: This course gives students the background required to test and maintain storage batteries, battery chargers, and direct-current inverters. The theory of operation, routine testing, troubleshooting, and maintenance of typical battery systems is covered. The safety precautions to be observed when working with these systems are also covered.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Cable Testing and Fault Location

DESCRIPTION: This course provides students with information on how and why cable testing is necessary. Cable construction, principles of testing, and evaluation of test results are covered in detail. Critical information on cable testing and fault location of medium-voltage cables is covered in lecture and reviewing of IPECA and IEEE standards.

Duration	Taught by	Target audience
36 hours	Energy Systems	Electricians

COURSE: Cable Splicing and Termination

DESCRIPTION: This hands-on course enhances the skills of the craftsman in performing tape splices, molded splices, and tape and molded terminations of medium-voltage cables of various types. Instruction is given in critical areas, such as safety and reliability, enabling the student to analyze causes of cable and termination failures.

Duration	Taught by	Target audience
36 hours	Energy Systems	Electricians

COURSE: Protective Relays

DESCRIPTION: This course is designed for electricians who test, maintain, and/or commission protective devices applied in system protection schemes. Lectures will be given on the operation and theory of protective relays, circuit breakers, and other protective devices.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Watt-hour Meter Maintenance

DESCRIPTION: This course is designed for the electrician who is responsible for maintaining the accuracy and integrity of utility or industrial kilowatt-hour meters. Emphasis is on fundamentals of meter design and operation, application, safety, visual and mechanical inspection, test methods, and record keeping.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Motor Testing and Maintenance

DESCRIPTION: This course reviews basic theory and construction, including torque, power, and speed relationships. Maintenance techniques such as brush and commutator maintenance, bearing maintenance, alignment, and slipping maintenance are covered in detail. Test requirements are also covered.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

COURSE: Electronics for Electricians

DESCRIPTION: This course provides excellent crosstraining in the troubleshooting of electronic circuits. It is intended for electricians and other nonelectronic field personnel who install, maintain, and troubleshoot control, monitoring, or other electronic equipment.

Duration	Taught by	Target audience
40 hours	Energy Systems	Electricians

Courses begin: September 1993

APPENDIX C

**LETTER DATED MAY 7, 1993 , FROM OAK RIDGE OPERATIONS
OFFICE MANAGER JOE LA GRONE TO
LIST OF IDENTIFIED COMMUNITY STAKEHOLDERS**



Department of Energy

Field Office, Oak Ridge
P O. Box 2001
Oak Ridge, Tennessee 37831-

May 7, 1993

Distribution List Enclosed

I am contacting you in regard to the recently announced plans for restructuring the work force at the Department of Energy's Y-12 Plant in Oak Ridge. The nation's reduced defense requirements mean that approximately 765 positions at the Y-12 Plant will be eliminated, although we expect involuntary layoffs to be a smaller number due to planned mitigating actions.

The Department of Energy is committed to doing all it can to help minimize the impact of the employment reductions on workers and surrounding communities. During the next several months, the Department of Energy's Oak Ridge Operations Office and Martin Marietta Energy Systems, Inc., representatives will work with key organizations and people who will be affected by the reductions. We will include workers, contractors, community leaders, union representatives, educational institutions, elected representatives, and other interested parties in this consultation process.

The FY 1993 National Defense Authorization Act provides the basis for developing a work force restructuring plan and Department of Energy Headquarters has provided general planning guidelines for work force restructuring (copies enclosed). An important element in developing our plan here in Oak Ridge is to assure input from appropriate community organizations and individuals such as those mentioned above.

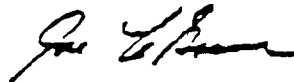
Community participation is important since eligible applicants for many Federal assistance programs, such as those funded by the Department of Labor's Economic Development Administration, must be local governments or private or public redevelopment organizations.

The Roane Anderson Economic Council has agreed to take a lead coordinating role on behalf of community stakeholders in working with the Department of Energy and Martin Marietta Energy Systems, Inc., to develop our Restructuring Plan. We encourage you to join us in this team effort, and ask that you, or a member of your staff, contact Mr. Don Bagwell, Executive Director of Roane Anderson Economic Council, at (615) 483-1678, within the next two weeks to

indicate your willingness to participate in the planning process with other community organizations. If you have any questions, please call Bill Truex on my staff at (615) 576-0662.

I am convinced there are many in the community who have the expertise and experience that will be valuable to the process. A cooperative team effort by a broad cross section of local resources will help reduce the near term adverse impact and improve our ability to pursue positive options for the future.

Sincerely,



Joe La Grone
Manager

Enclosures

cc w/enclosures:

Don Bagwell

Roscoe Anderson Economic Council

bcc w/enclosures:

Steve Rice, H-3

Rod Nelson, DP80

Bill Adams, SW-90

Dick Egli, ER-10

Ron Hultgren, ER-10

Jim Alexander, H-4

George Benedict, CE-50

Rufus Smith, H-5

Jim Bryson, MMES

Jim Landers, DP-HQ

Jon Veigel, ORAU

Frank Larvie, MK-F

Don Blanton, MMES

D. J. Bostock, MMES

Jeanie Parker, MMES

Doe ORO Reading Room

DISTRIBUTION FOR WORK FORCE RESTRUCTURING LETTER

U.S. Senators

The Honorable Harlan Mathews
United States Senator
214 2nd Ave., North, Ste 401
Nashville, TN 37201

The Honorable James R. Sasser
United States Senator
569 U.S. Courthouse
Nashville, TN 37203

U.S. Representatives

The Honorable John J. Duncan
United States Senator
Attn: Mildred McRae
501 W. Main Avenue, Ste 318
Knoxville, TN 37902

The Honorable Marilyn Lloyd
Member, United States House
of Representatives
253 J. Solomon
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Chattanooga, TN 37401
cc: Martha Wallus
Federal Office Building, OR

The Honorable Jim Cooper
Member, United States House
of Representatives
P. O. Box 725
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Tennessee Senators

The Honorable Randy McNally
Tennessee Senator
302 War Memorial Building
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The Honorable Anna Belle O'Brien
Tennessee Senator
10 Legislative Plaza
Nashville, TN 37243-0212

Tennessee Representatives

The Honorable David Coffey
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Representatives
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The Honorable Dennis Ferguson
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* * * * *

The Honorable Victor Ashe
Mayor, City of Knoxville
400 Main Avenue
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cc: Mr. Kelsey Finch

The Honorable Donald L. Lane
Mayor, Lenoir City
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President
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Blount County Executive
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Mr. Bill Dunavant
Blount County Chamber of Commerce
309 S. Washington Street
Maryville, TN 37801

Mr. Jim Cooper
Melton Hill Regional Industrial
Development Association
245 North Main Street
Clinton, TN 37716

Mr. Tom Perry
Commissioner
Roane County Industrial Board
399 West Race Street
Kingston, TN 37763

Mr. Micheal Magill
Greater Knoxville Chamber
of Commerce
301 East Church Street
Knoxville, TN 37915

Mr. James T. Pride
Chairman
Environmental Quality Advisory
Board
122 Chestnut Hill Road
Oak Ridge, TN 37830

Mr. Tom Ashwood
Roane County Environmental
Advisory Board
P. O. Box 604
Paint Rock Ferry Road
Kingston, TN 37763

Ms. Maureen O'Connell
Director
Save Our Cumberland Mountains
P. O. Box 479
Lake City, TN 37769

Mr. Ralph Hutchinson
Coordinator
Oak Ridge Environmental
Peace Alliance
Oak Ridge Education Project
P. O. Box 1101
Knoxville, TN 37901

Mr. M. David Jones
President
United Plant Guard Workers
of America, Local 109
172 Foxhunters Road
Maynardville, TN 37607

Mr. Mike Church
President
Oil, Chemical, and Atomic Workers
International Union, Local 3-288
AFL-CIO
P. O. Box 4936
Oak Ridge, TN 37831-4936

Mr. Willie B. Randolph
President
International Guards Union of
America, Local 121
P. O. Box 5716
Oak Ridge, TN 37831-5716

Mr. John Davidson
President
International Guards Union of
America, Local #3
P. O. Box 6316
Oak Ridge, TN 37831

Mr. Jim Hamby
President
Atomic Trades and Labor Council
P. O. Box 4068
Oak Ridge, TN 37831

Mr. Jay Price
Chairman Equab
P. O. Box 2530
Oak Ridge, TN 37831

Edward Ford III
Mayor, Town of Farragut
P. O. Box 22190
Farragut, TN 37933

APPENDIX D

**LETTER DATED JUNE 22, 1993, FROM BOBBY RENFRO,
PRIVATE INDUSTRY COUNCIL TO BILL TRUEX,
OAK RIDGE OPERATIONS OFFICE**

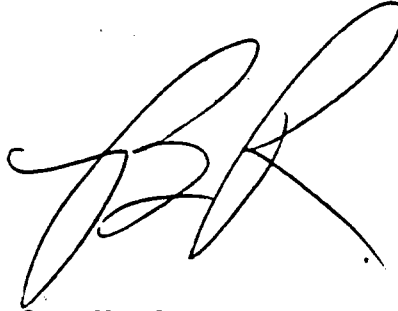
JOB TRAINING PARTNERSHIP ACT

PRIVATE
INDUSTRY
COUNCIL
SDA-4

IN PARTNERSHIP WITH
LOCAL ELECTED OFFICIALS AND
ROANE STATE COMMUNITY COLLEGE

129 South Kentucky Street, Kingston, Tennessee 37763 • 615/376-3799

TO: Bill Truex
FROM: Bobby Renfro
DATE: June 22, 1993
SUBJECT: Funding Levels for Y-12



The Private Industry Council will make every effort to provide all possible support in the effort to re-train and/or up-grade dislocated workers at the Y-12 production complex.

We feel we can provide \$150,000 from our present allocation for FY 93-94. I have been assured by Lewis Stone, (615-741-1031) Director of the Tennessee Department of Labor's EDWAA Division, that TDOL will provide up to an additional \$150,000 if needed.

The basis for this request is as follows:

- A. Our past history of plant closings and mass lay-offs has produced about a 50% participation rate from total numbers displaced.
- B. SDA 4 has a past history of spending approximate \$2,000 for direct training cost on each enrolled participant.
- C. The initial figure of approximately 300 displaced workers was provided to our office. This would result in 150 actual enrollments at approximate \$2,000 per person or \$300,000 direct training dollars.

To date, all commitments are verbal and based on historical activities. These figures could be out of range due to the fact that the history of activities has been with textile, not defense production.

SDA 4 will make every effort to leverage all possible resources to assist in this effort to provide services to displaced workers from the Y-12 and X-10 plants.

BR:DD

APPENDIX E

**LETTER DATED MAY 28, 1993, FROM OAK RIDGE OPERATIONS
MANAGER JOE LA GRONE TO LIST OF
IDENTIFIED COMMUNITY STAKEHOLDERS**



Department of Energy

Oak Ridge Operations
P.O. Box 2001
Oak Ridge, Tennessee 37831—

MAY 28 1993

Distribution List (refer to Appendix C)

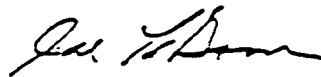
The Department of Energy's planning guidelines for restructuring the work force at defense nuclear facilities were sent to you with my May 7, 1993, letter. The guidelines set out objectives for developing local work force restructuring plans to help minimize the impact of employment reductions on workers and surrounding communities.

A draft Oak Ridge Operations Work Force Restructuring Plan (dated May 27, 1993) is enclosed for your review. We are sending this draft to a broad cross section of community organizations and individuals in order to obtain additional input from the community before it is finalized. Your suggestions for any modifications or additions to the Plan may be provided to either Bill Truex of my staff (phone 576-0662, fax 576-6964), or Don Bagwell of the Roane Anderson Economic Council (phone 483-1321, fax 483-1678). The Roane Anderson Economic Council is assisting the Department of Energy by coordinating the community consultation process.

A revised draft plan must be submitted to Department of Energy Headquarters on June 14, 1993; therefore, your comments are needed by June 7, 1993. If you intend to provide input but are unable to provide it by June 7, please let us know and we will work with you. If you have a question about anything in the Plan, please call Bill Truex.

For your information, additional copies of the draft Plan have also been placed in the Department of Energy Public Reading Room, located in Room G-208 of the Federal Building, 200 Administration Road, in Oak Ridge. We appreciate your involvement in this process and look forward to receiving your comments.

Sincerely,


Joe La Grone
Manager

Enclosure

APPENDIX F

**LETTER DATED JUNE 24, 1993, FROM OAK RIDGE OPERATIONS
MANAGER JOE LA GRONE TO LIST OF
IDENTIFIED COMMUNITY STAKEHOLDERS**



Department of Energy

Field Office, Oak Ridge
P.O. Box 2001
Oak Ridge, Tennessee 37831—

June 24, 1993

Distribution List (refer to Appendix C)

As a result of the comments received on the earlier draft Oak Ridge Operations Work Force Restructuring Plan (dated May 28, 1993), a revised "final draft" plan (dated June 14, 1993) is enclosed for your review.

Members of the Secretary's Task Force in Department of Energy Headquarters are also reviewing this draft. We plan to hold another local stakeholders meeting in the near future (tentatively July 8), where you will have an opportunity to discuss any aspects of the Plan. We also encourage you to provide written comments at your earliest convenience.

We have had excellent cooperation from a large number of people in getting to this point, and we appreciate your continued participation in the process. Any additional comments or questions should be sent to either Bill Truex, Industrial Personnel Branch (telephone number 576-0662, facsimile 576-6964), or Don Bagwell, Roane-Anderson Economic Council (telephone number 483-1321, facsimile 483-1678). As you know, the Roane-Anderson Economic Council is assisting the Department of Energy by coordinating the community consultation process.

You will be advised of the time and place for the next meeting when it is scheduled. For your information, additional copies of the Plan are available for review in the Department of Energy Public Reading Room, located in Room G-208 of the Federal Building, 200 Administration Road in Oak Ridge.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joe La Grone", is positioned above the printed name.

Joe La Grone
Manager

Enclosure

cc w/enclosure:
Bob DeGrasse, S-1

APPENDIX G

**LETTER DATED JULY 19, 1993, FROM OAK RIDGE OPERATIONS
MANAGER JOE LA GRONE TO LIST OF IDENTIFIED COMMUNITY
AND NATIONAL STAKEHOLDERS**

1. INPUT

SOURCE: Louis Stone, Tennessee Department of Labor

COMMENT: See attached facsimile dated June 2, 1993.

OAK RIDGE OPERATIONS RESPONSE:

Section 2.0, "Community Involvement" was modified (see page 7), to add Mr. Stone's information.

FACSIMILE FROM LOUIS STONE
dated June 2, 1993

A meeting was held May 28, 1993, with representatives from the Tennessee Department of Labor, Employment Security, AFL-CIO, and Service Delivery Area 4. The purpose of the meeting was to obtain detailed information on work force restructuring assistance from the State's Economic Dislocation and Worker Adjustment Assistance Program. During the meeting, we discussed different funding sources available such as Defense Conversion Grants, EDWAAA Funds, etc. We were also able to identify a number of individuals who may be eligible for retraining services.

2. INPUT

SOURCE: Dr. Fred Martin, Interim President, Pellissippi Technical Community College

COMMENT/QUESTIONS: See attached June 7, 1993 letter

OAK RIDGE OPERATIONS RESPONSE:

Dr. Martin described several programs that Pellissippi State Technical Community College will develop and implement in coordination with Energy Systems in support of the work force restructuring and downsizing. The Oak Ridge Operations Office Work Force Restructuring Plan recognizes the support of Pellissippi State Technical Community College in several of the retraining programs that will assist affected workers.

PELLISSIPPI STATE

OFFICE OF THE PRESIDENT

June 7, 1993

Mr. Joe La Grone, Manager
Department of Energy Oak Ridge Operations
P.O. Box 2001
Oak Ridge, TN 37831

Received
Office Of The Manager

6/9/93

RE: Request for Stakeholder Input: Workforce Restructuring Plan

Dear Mr. La Grone:

Below is a recap of Pellissippi State Technical Community College's response to the request for input. The College looks forward to further development of proposals which the Department of Energy deems appropriate and appreciates DOE's decision to work with available educational providers in addressing restructuring issues.

1. Pellissippi State will develop specific curriculum and certification programs, both credit and non-credit, designed to meet training needs of Department of Energy operations in Oak Ridge. The areas of unique competence PSTCC offers include but are not limited to advanced machining techniques, instrumentation electronics, digital electronics, quality inspection, chemical and environmental engineering technology, entrepreneurship, and computer skills.

In order to meet DOE timelines, curriculum selected will be developed using the same procedures now in place between PSTCC and DOE (refer, subcontract No. 19Y-DG057V).

2. Pellissippi State will establish an accelerated curriculum designed to meet DOE's proposed Administrative Technology Center needs. The program will incorporate elements of the Workforce Innovation Center of Emphasis, the Center for Advanced Office Systems (CAOS) and the Office Proficiency Assessment Certification (OPAC) test, all Pellissippi State areas of unique competence. Assistance will include course development and delivery as well as testing and assistance in setting up a CAOS-type learning environment at DOE. With exception of the learning environment, all coursework will be conducted at Pellissippi State's Hardin Valley campus. Again, existing contract procedures will be continued.
3. Pellissippi State will provide monthly lists of full time positions open at the College, complete job qualifications and salary ranges.

Pellissippi State Technical Community College
10915 Hardin Valley Rd., P.O. Box 22990, Knoxville, TN 37933-0990 615/694-6400
Pellissippi Parkway / Division Street / Blount County
an AA/EEO college

3. INPUT

SOURCE: Atomic Trades and Labor Council (comments and questions from Atomic Trades and Labor Council officers during meeting on June 7, 1993.)

COMMENTS/QUESTIONS:

- (1) What about additional severance pay for hourly employees?
- (2) Is there any additional information on the Manufacturing Skills Campus Program described in the Draft Plan?
- (3) Will budget money stay in the same budget categories, or is the money flexible to move around to where it is needed?
- (4) When will the Placement Center schedule on-site interviews with Pantex?
- (5) How do you associate budget levels with the Skills Campus Program?
- (6) What should employees who see a posted job opportunity in the Placement Center do to follow it up?
- (7) Is Sect. 3.7-Health Benefits-a Department of Energy policy decision or a request from Energy Systems? What about other Department of Energy facilities--will program vary?

OAK RIDGE OPERATIONS RESPONSE:

- (1) This is a subject for the collective bargaining between Energy Systems and the Union.
- (2) No other document exists on that program yet.
- (3) This is unknown at this time; the extent that funding can be shifted between categories will be determined as programs are funded and implemented.
- (4) Energy Systems will arrange on-site interviews by Pantex as soon as feasible; individual resumes of workers who want immediate consideration have been sent to Pantex.
- (5) The Atomic Trades and Labor Council was provided references in the Plan that answered their questions.

Adjunct faculty needs will be identified in advance and listings provided to D.M. Miller, a member of the PSTCC/ORNL Memorandum of Understanding Steering Committee, for dissemination.

4. Pellissippi State proposes that DOE use the Workforce Innovation Center of Emphasis as a transition program for those displaced workers who elect to return to a post-secondary program for further education. The Center is specifically designed for displaced workers and offers the competencies identified by ASTD for the U.S. Department of Labor in workforce basic skills as well as academic basic skills. Using computer based training, applied academic programming and the Center for Occupational Research and Development's multi-media support materials, participants complete the equivalent of one year of developmental coursework in addition to basic computer literacy and science requirements for the associate of applied science degree at an accelerated pace.
5. Pellissippi State will continue to work with the PSTCC/ORNL Memorandum of Understanding Steering Committee (Richard Gennung, ORNL Chair) to develop on-site two + two engineering technology programs in electrical, mechanical and chemical engineering technologies.

If further details are needed, please advise.

Sincerely,



Dr. Fred Martin
Interim President
Pellissippi State Technical Community College

- (6) The Atomic Trades and Labor Council should see Placement Center staff for assistance.
- (7) The Oak Ridge Operations Office explained this is a Department of Energy initiated program. There will be variations in the specific benefits because each company has its own health benefits program.

4. INPUT

SOURCE: Gerald Hamby, City Councilman for the City of Lenoir City

COMMENT: Mr. Hamby states that "your draft of the Work Force Restructuring Plan looks very good to me, therefore I have no suggestions for improvement. I am looking forward to future meetings so we may complete the plan."

OAK RIDGE OPERATIONS RESPONSE: No action needed.

5. INPUT

SOURCE: John Cartwright, Economic Development Officer, Tennessee Valley Authority

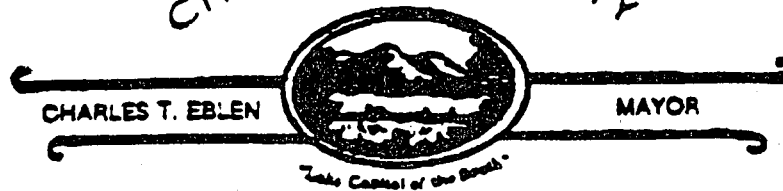
COMMENT: Mr. Cartwright told Bill Truex, June 7, that he had reviewed the Draft Work Force Restructuring Plan and had no substantive comments; he said the plan is "very comprehensive and well done."

OAK RIDGE OPERATIONS RESPONSE: No action needed.

CITY COUNCIL

William F. Chestnut
Louis D. Conner
Gerald (Gene) Hamby
Douglas (Buddy) Hines
Thomas A. McNeese
Donald Pace

CITY OF LENOIR CITY



600 EAST BROADWAY - P.O. BOX 445
LENOIR CITY, TENNESSEE 37771
Phone (615) 986-2715 • Fax 986-5145

RECORDER-TREASURER

Harold E. Prosser

CITY JUDGE

Thomas F. Ingram

CITY ATTORNEYS

Terry Vann

DATE: June 4, 1993TO: Bill TruexFROM: Gerald Hamby - City of Lenoir CityMESSAGE: Mr. Truex,

Your draft of the Work Force Restructuring plans look very good to
me, therefore I have no suggestions for improvement. I am looking
forward to future meetings so we may complete the plan.

NUMBER OF PAGES (INCLUDING COVER SHEET) 1

6. INPUT

SOURCE: Roane-Anderson Economic Council

COMMENT: A suggestion was made to establish a "Career Retraining Fellowship Program to assist qualified former employees in obtaining the education or retraining necessary to meet the career qualifications required in today's changing employment market.

OAK RIDGE OPERATIONS RESPONSE:

The Oak Ridge Operations Office Work Force Restructuring Plan recognizes the value of a career retraining program of the type suggested by the Roane-Anderson Economic Council. A similar program, Sect. 3.4.4, "Continuing Educational Assistance Program," is included. As the specific benefit levels have not been determined yet, Roane-Anderson Economic Council's comments will be considered in developing the final program.

7. INPUT

SOURCE: Jim Landers, Member, Worker and Community Transition Task Force, Department of Energy Headquarters

COMMENT/QUESTIONS: See attached June 30, 1993 memo

OAK RIDGE OPERATIONS RESPONSE:

- (1) A paragraph addressing attrition has been added to Section 3.1, Preserving Essential Personnel.
- (2) A significant portion of Appendix B has been deleted, but details of the retraining programs have been retained; they are considered an essential component of the Work Force Restructuring Plan.
- (3) A paragraph has been added in Section 3.3 with additional information contained in Appendix B.
- (4) Oak Ridge Operations has established a benefit of up to \$2,500 per year for up to 4 consecutive years. It was considered appropriate to provide a total benefit comparable to other Department of Energy sites, but to allow flexibility for completing a program over 4 years if necessary.
- (5) Section 4, Budget Estimates has been revised to clarify funding sources and to describe the basis for FY 1995 retraining funds.
- (6) Section 4, Budget Estimates has been revised to clarify which Department of Labor projects are referred to.
- (7) A statement has been added addressing employment levels in Section 3.1, Preserving Essential Personnel.

DATE: June 30, 1993

FROM: Jim Landers, ^WMember, Worker and Community Transition Task Force

To: Bill Truex, ORO

SUBJ: Comments on the Oak Ridge Operation Office Work Force Restructuring Plan, dated June 14, 1993

Overall, the task force thinks the plan is very good. Significant effort has gone into identifying the jobs to be affected, and describing retraining opportunities for the affected workers. Efforts to coordinate with the community, local groups and other agencies were extensive and appear to have been very successful.

The task force does have the following comments on the plan which need to be considered before the final plan is submitted:

- (1) Discussion on the effects of attrition and how it is factored into the plan as reflected in the numbers shown in the plan should be incorporated. Note that attrition is listed in section 3161 as one of the ways to minimize layoffs.
- (2) Appendix B appears to add little value to the plan and should be deleted or significantly reduced.
- (3) Additional details describing the provisions of the voluntary reduction-in-force program would be appropriate.
- (4) Under 3.4.4, Continuing Educational Assistance Program, the plan provides \$2,500 per year for a number of years (as yet undetermined). For the plan to be complete, this should not be left open ended. The task force proposes that the limit be \$5,000 over no more than three years after separation. This would be an appropriate topic to discuss further during the upcoming stakeholder meeting.
- (5) Funding to implement the plan is shown on page 23. Since Congress will receive this plan, it would be helpful to show the applicable funding sources. Therefore, the FY 1993 funding should be footnoted to show where this funding is coming from, and the FY 1994/FY 1995 funding should be footnoted to show that it is from the Worker Training and Adjustment Program. Furthermore, it is not clear why supplemental training funds will be required in FY 1995. The task force needs to understand this rationale and such explanation may be appropriate for inclusion in the plan.
- (6) On page 25, second paragraph, there is a discussion of demonstration projects under the Defense Conversion Act of 1990. Since the task force is unaware of these projects, additional clarification is required and possibly for inclusion in the plan.
- (7) If possible, the task force would like to see some long term trends in the plan concerning future employment gains and losses at the site.

As we discussed, the task force agrees that the local and national stakeholder meeting should be delayed until July 28 to allow more time for stakeholder review. While this will delay meeting the 90 day requirement of the legislation, Congress will still have 30 days to review the plan before its implementation on September 30.

This memorandum has been coordinated with the other members of the Worker and Community Transition task force.

8. INPUT

SOURCE: Lara Setti
 The Oak Ridge Environmental Peace Alliance

COMMENT/QUESTIONS: See attached June 28, 1993 letter

OAK RIDGE OPERATIONS RESPONSE:

- (1) The intentions of the retraining programs are to provide approved retraining on company time to all eligible affected employees wishing to participate up to the date of termination.
- (2) Longer term insurability was specifically addressed in the August 1992 Report to the Secretary, "Task Force on Displaced Worker Health Benefits and Monitoring." The Secretary of Energy established the Displaced Workers Health Benefits Program (1) to provide health insurance coverage for displaced workers for a longer period of time than is allowed under COBRA (18 months), (2) to provide that coverage at a lower cost than required by COBRA, (3) and to assure prospective employers do not make employment decisions based on the potential for pre-existing conditions by providing a longer period of coverage to displaced workers with such conditions than is provided under COBRA.

While it may appear logical to presume that private industry would be less likely to provide health insurance to workers who have been employed by the nuclear weapons industry, in fact private employers are regulated by a number of welfare benefit laws which prohibit discrimination. Therefore, it is unlikely that insurance coverage would be denied to a new hire with a former background in the nuclear weapons industry. During the Task Force's deliberations on health benefit programs for displaced workers, they could not find any documentation to support the assertion of discrimination in employment or benefits by employers.

- (2) Oak Ridge Operations will continue to participate in ongoing efforts to support long-term community economic development, including working as appropriate with the Office of Facility Policy, Planning & Acceptance in Department of Energy Headquarters, other federal/state agencies, local contractors, and community organizations.



THE OAK RIDGE ENVIRONMENTAL PEACE ALLIANCE
PO BOX 1101 KNOXVILLE, TN 37901 615/524-4777

28 June 1993

Mr. Bill Truex
Chief, Industrial Personnel Branch
DOE Oak Ridge Operations
Oak Ridge, TN 37831

Dear Bill,

After reviewing both the original and final draft reports of the Work Force Restructuring Plan for the Oak Ridge facilities, we would like to submit the following comments and questions. A number of our comments on the original draft were changed in the final version, so our input will be brief.

Our first question concerns the retraining of workers for Emergency Medical careers and police officer certification (p.15). It is not clear to us up to what point the DOE will pay for retraining on company time for these positions. Is it until the official notice of termination on September 30, 1993? If so then it seems that DOE might pay for retraining which took place for any program until that date.

Secondly, we have a concern regarding health benefits for displaced workers. However, it may be greater than the Workforce Restructuring plan can deal with at this point. My concern centers about the failure of this section to address the issue of longer term insurability. As you know, workers who have been employed in the nuclear weapons industry are often viewed as a health insurance liability due to exposure to radioactivity and other hazardous materials. Consequently, private industry may be less likely to hire and/or provide them with health insurance. The DOE must accept their responsibility to workers and develop a policy on addressing this issue far beyond a three year period. It seems appropriate for DOE officials at the field office level and committees such as the AACC to promote discussion and action regarding this issue at the national level.

Finally, this plan appears to address the immediate needs of displaced workers well. However, it does not fare so well in dealing with the mid- and long-term needs of Oak Ridge workers as the nation's economic focus continues to move away from the nuclear weapons industry. We are concerned that the dialogue initiated by this round of layoffs will stop or slow down dramatically once the crisis is over. The current situation has given rise to long overdue discussions of the regional implications of changing national economic priorities. A greater long term focus on the future of Oak Ridge could help alleviate the impact of future cutbacks in the workforce if more defined strategies for dealing with such situation were solidly established. If it is not within the goal of this plan to address these issues, we hope you will continue the dialogue among all interested parties to develop such a plan as soon as possible. While we applaud the steps being taken by the Roane-Anderson Economic Development Council and the Oak Ridge Chamber of Commerce toward this end, there remains a lack of meaningful public participation in the process. In addition, there is a decided lack of leadership on the part of DOE and MMES in this process which must be rectified for the benefit of the community.

Thank you for your consideration of these comments.

Sincerely,

Lara Setti

Lara Setti

9. INPUT

SOURCE: C. E. Sliski
Y-12 Employee

COMMENT/QUESTIONS: See attached July 7, 1993 memo

OAK RIDGE OPERATIONS RESPONSE: No action needed

I N T E R O F F I C E M E M O R A N D U M

Date: 07-Jul-1993 08:09am EDT
From: C E Sliski
SLISKICE
Dept: 2637
Tel No: 4-2125

TO: PARKEREJ

CC: JESSENNCJR

Subject: Y-12 Workforce Restructuring Plan
File: RETRAINING 016459

I read this for Nick Jessen, and have no comments. I did enjoy reading it, and was very surprised at all the innovations planned to help those who's jobs were being eliminated.

Beth Sliski

10. INPUT

SOURCE: Sandra Brown
Y-12 Employee

COMMENT: Ms. Brown suggested appointing an oversight committee to monitor the Internal Placement process. She felt this would help ensure that the guidelines are adhered to by Y-12 Staffing and the individual organizations that have job openings.

OAK RIDGE OPERATIONS RESPONSE:

The suggestion for an Oversight Committee to monitor the internal placement process during the Y-12 downsizing has been evaluated. It is believed that establishing such a committee would not add value to the process at this time. Internal staffing activity is closely coordinated between the Y-12, K-25 and Oak Ridge National Laboratory Site Staffing offices and the Energy Systems Staffing Organization. Additionally, detailed documentation of all staffing transactions are maintained for applicant tracking and audit purposes.

I N T E R O F F I C E M E M O R A N D U M

Date: 07-Jul-1993 02:11pm EDT
From: Sandra G Brown
BROWNSG AT A1 AT OCU1
Dept: 2136
Tel No: 6-0421

TO: PARKEREJ

Subject: Y-12 Workforce Restructuring Plans
File: RETRAINING 016473

I would like to comment on section 3.2 Internal Placement.

I would suggest appointing an oversight committee to monitor this process.

(1) To make sure that these guidelines are adhered to by Y-12 Staffing and individual organizations that have job openings.

(2) To make sure that all people affected are treated fairly and equally.

11. INPUT

SOURCE: Ms. Jenny Parris
Anderson County Adult Education Literacy Center
Telecon 6/25/93

COMMENT: Ms. Parris questioned the number of employees who have the reading skills and other academic qualifications to successfully complete the retraining programs. The concern is that the average instruction manual is written at a 10th grade level.

Ma. Parris suggested that all affected employees be assessed to determine their reading comprehension, and to provide supplemental training before they are referred to retraining.

OAK RIDGE OPERATIONS RESPONSE:

A paragraph has been added to Section 3.4, "Retraining Programs," which describes the process of pretesting and training through an existing Y-12 Skills Enhancement Program.

12. INPUT

SOURCE: Walter Lassen
Tri-County Literacy Council
Telecon 7/2/93

COMMENT: Mr. Lassen provided the following comments on the 6/14/93 draft of the Oak Ridge Operations Work Force Restructuring Plan.

- (1) "He likes what he sees" as far as objectives for assisting affected employees.
- (2) He supports all efforts to identify any employees who need basic reading instruction and would provide it to them. (Discussion was held concerning the Energy Systems on-site center and both Tri-County and Anderson County Literacy programs.)
- (3) He requested referral of those needing literacy skills training to the Tri-County Literacy program.

OAK RIDGE OPERATIONS RESPONSE:

A paragraph has been added to Section 3.4, "Retraining Program," which describes the process of protesting and training through an existing Y-12 Skills Enhancement Program.

13. INPUT

SOURCE: Sherry Holliman
Defense Reinvestment and Conversion Initiative Staff
Department of Defense

COMMENT/QUESTIONS: See attached July 13, 1993 memo

OAK RIDGE OPERATIONS RESPONSE:

(1) Size/Scope of the Problem

An expected actual involuntary reduction in force of 300-400 workers following voluntary reduction in forces, transfers, and retraining for internal placement, provided the basis for the Service Delivery Area 4 funding level of \$300,000. The details of Service Delivery Area 4's calculations are included in Appendix D.

(2) Training/Retraining and Job Placement

As a result of the suggestion to attempt to get pretraining commitments from other employers, the Y-12 Placement Center is contacting potential employers to discuss provisions for pretraining commitments and/or priority consideration for Energy Systems employees. Section 3.6.1 has been modified to include this information.

Oak Ridge Operations has requested its management and operating contractors to give priority consideration to affected employees (Appendix L); other operations offices are similarly directing their contractors. This information was added to Section 3.6, "Outplacement Assistance."

Bargaining unit employees have recall rights for 4 years. Energy Systems maintains a preferential hiring list for affected employees, which is used to fill vacancies after a reduction.

Employees have been given a 60-day notice in accordance with WARN requirements. The timing details are addressed in Section 1, Introduction.

(3) Income Supplement

During the final two weeks prior to separation, sessions will be held at the Y-12 Placement Center. Separating employees will be signing termination papers, and will be given a 1-hour session concerning Unemployment Insurance and how it relates to retirement. This information is contained in Section 3.6.2, "Workshops."

In addition, four mass meetings sponsored by the Tennessee Department of Labor, (Appendix M) were held on August 4, 1993. Participants included: Tennessee Department of Employment Security; Tennessee Department of Human Resources; Tennessee Department of Labor; and the Job Training Partnership Act/Economic Dislocation and Workers Adjustment Assistance Act coordinators. The Job Training Partnership Act/Economic Dislocation and Workers Adjustment Assistance Act coordinators will remain in the Placement Center on a full-time basis, following the mass meetings. The plan has been modified in Section 3.6.5 to reflect this.

(4) Editorial Corrections

Those corrections have been incorporated.



Department of Energy

Oak Ridge Operations
P.O. Box 2001
Oak Ridge, Tennessee 37831—

July 19, 1993

To Addressee List Attached

Due to a scheduling conflict, the second stakeholders meeting planned for July 28, 1993, has been rescheduled to Tuesday, August 3, 1993, at 2 p.m., at the American Museum of Science and Energy, 300 South Tulane Avenue, Oak Ridge, Tennessee. Topics to be discussed include: feedback from all stakeholders on the draft Oak Ridge Operations Work Force Restructuring Plan, Martin Marietta Energy Systems, Inc., activities, and Roane-Anderson Economic Council activities.

Bob DeGrasse, Chairman of the Secretary's Task Force on Worker and Community Transition in Washington, D.C., will attend. In addition, national stakeholders have been invited to attend. This will provide an opportunity to obtain both local and national stakeholders' feedback on the plan. There will also be an opportunity to ask questions and provide comments on the Department's overall work force restructuring process and transition assistance initiatives.

If you have any questions about the August 3 meeting, please call Bill Truex at 615-576-0662 or Don Bagwell at 615-483-1321. Thank you for your continued interest and participation in this important process.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joe La Grone", is positioned above the printed name.

Joe La Grone
Manager

cc:
Bob DeGrasse, S-1, FORS

Distribution:

Mr. Jacob Scherr
Natural Resources Defense Council
1350 New York Avenue, N.W., Suite 300
Washington, D.C. 20005

Mr. Ken Luongo
Union of Concerned Scientists
1616 P Street, N.W., Suite 310
Washington, D.C. 20036

Mr. Phillip A. Niedzielski-Eichner
Energy Communities Alliance
1925 North Lynn Street, Suite 500
Arlington, VA 22209

Ms. Miriam Pemberton
National Council for Economic Conversion
1801 18th Street, N.W., Suite #9
Washington, D.C. 20009

Mr. James Van Erden
Office of Work-Based Learning
U.S. Department of Labor
200 Constitution Avenue, N.W., Room N-4649
Washington, D.C. 20210

Mr. David Witschi
Economic Adjustment Division
U.S. Department of Commerce
Herbert C. Hoover Building-7327
Washington, D.C. 20230

Mr. Bryant Monroe
Office of Economic Adjustment
400 Army-Navy Drive, Suite 200
Arlington, VA 22202-2884

Ms. Brenda Flory
Weapons Complex Monitor
2014 P Street, N.W., Suite 300
Washington, D.C. 20036

MEMORANDUM

To: Jim Landers
From: Sherry Holliman
Re: Oak Ridge Work Force Restructuring Plan
Date: July 13, 1993

I've read the document you sent me, and think that, overall, it's a very good plan. You've put quite a lot of thought into it, and I was particularly impressed with the training/retraining aspects and the steps you've taken to ensure community involvement. I do have a few comments, as noted below, based on my experience with downsizing and conversion issues within DoD.

- Size/scope of the problem:

First, to try to get an idea of the magnitude of the situation, I played around with the numbers. There will be 765 Y-12 laid off workers, and about 100 Lab workers. The report says that the majority (I estimated a low of 60) of the Lab employees will be transferred internally or given voluntary RIP, as well as 250 Y-12 employees. That leaves about 555 affected workers (515 Y-12 and 40 Lab).

You state in the plan that you'll place about 25 in Labship (in '93), 80 in Manufacturing Skills Campus, 10-20 in Administrative Technology Program, and 4 in the High Voltage Electrical Training. If you place 120 through these programs, then you're down to about 435 affected workers. Your other training and certification programs (i.e., Electrical Code Retraining, ER/Waste Management, EMT/EMT Paramedic, and Police Officers) should help a large number of the remaining displaced workers.

The reason the numbers are interesting to me is that it helps to see how many people you'll be trying to assist with a certain amount of funding. I compared the figure of 555 workers and your JTPA funding of \$300,000 with those of DoD activities receiving grants under DCA discretionary funds. Most activities have received grants in the \$2,000 and \$3,000 ranges per participant (affected worker). Your JTPA funding, for 555 participants, would give you \$540 per participant; for 435 participants, your funding works out to be about \$690 per participant. That's not a lot.

The plan mentions that the Y-12 staff will be submitting a proposal for a DCA grant in FY94. Have you also thought about getting both the SDA #3 and #4 to submit a joint proposal for an EDWAA National Reserve Account (also called the Secretary's Reserve) grant? If the two SDAs can move quickly, it might be useful for them to apply for that. The problem usually is in getting the application made in a timely manner, as it's a complex, time-consuming process.

- Training/Retraining and Job Placement -

While training or retraining sometimes seems to be the answer to unemployment problems of dislocated workers; this is not also always the case. In fact, the question often is raised, "training for what?" If training is not tied to available jobs, the worker may receive retraining and then is back to square one -- i.e., no job. You may have seen the Washington Post article a couple of months ago about the 3 steelworkers who each received retraining in a different field. None could find work in those fields.

What I'm suggesting is perhaps a more proactive approach to retraining, in terms of linking it to available jobs. It's great that you're doing a needs analysis for the area, that recruiters are identifying job openings in industries, and that a firm has been retained to find specific job openings for machinists and security inspectors. However, have you thought about trying to get those industries to provide a pre-training commitment to hire your folks? Or to give your folks first consideration for openings? During the Postal Service downsizing, their outplacement company was able to get many companies to agree to give Postal Service employees first consideration. Also, have you thought about getting needs analyses and employer commitments in other regions of the country? Workers may have skills which, while clearly excess in the Southeast region, may be needed in other parts of the U.S. Obviously, the Interstate Job Bank can help with that, but it only lists a small percentage of available jobs. Perhaps an outplacement firm can assist in proactive efforts to find jobs outside the area.

Could DOB institute policies that would require its other contractors to give first consideration to Oak Ridge workers before hiring from outside? I know Wackenhut is hiring security people; maybe an Oak Ridge security employee would prefer relocating to Las Vegas than being unemployed.

Also, have you thought about a policy requiring Y-12 and the Lab to give dislocated workers preference in rehiring if a same or similar job is established within a certain time frame (e.g., 1 year after lay off).

Finally, not every employee will want or need retraining. Some, particularly those in white collar jobs, may need job search assistance rather than training. It's very important for the SDA to know what your employees need -- training (what kind of training and how much) versus job search (in place of or in addition to training) before employees get laid off so you can segue them seamlessly into a new activity -- e.g., training, or a plan mapped out for job search.

- WARN Notice -

I thought I saw a sentence in the plan about issuing WARN notices, but I can't seem to find it again. In any case, I assume you'll be issuing notices at the end of July to have a 60 day notice before lay off. Experience shows that the earlier the employee is notified, the better chance he or she has of finding new employment. Also, JTPA benefits don't kick in for private sector workers until the WARN notices are issued, so the earlier the better.

- Income Supplement.

Obviously, the greatest difficulty for people who are unemployed is financial. How to pay the bills, and for a number of people, how to pay the mortgage? A house is usually the biggest investment people make, and to lose it is devastating. For that reason, I would suggest you provide more information about how the dislocated worker can supplement his or her income. I realize that one of your workshops will be on financial management and another will cover unemployment services (which I assume means unemployment compensation or insurance - UI). However, I don't see anything about advising employees on how to apply for UI, how much they'll get, for how long, etc. (even under section 3.6.6 financial assistance). As UI may be their only source of income while unemployed, they need to know a lot about it and may need help applying.

I believe the financial management workshop is very important, because people may not recognize all their resources. Financial planning can help them recognize what they have, what they need, and perhaps ease some stress -- or alternatively, act as a motivator. It can bring things into focus if someone can tell them, "your UI check is X, your wife makes Y; your mortgages/bills comes to Z; on the day you get laid off, you need a job making A."

Also, it's not clear to me whether the training (e.g., Labship, administrative technology, etc.) will occur prior to lay off. If it doesn't, then you may want to explore the use of an income supplement which would allow the person to remain in training. Only the EMT Paramedic program discusses a stipend of \$100 per week for training after lay off.

EDWAA funds can be used for income supplement; you might want to discuss this with the SDA folks. It does, however, tend to eat up the money quickly, even though it is limited to only a certain percentage of the funds.

Page 17, near top of page. It should read Job Training Partnership Act rather than Jobs Training Partnership Act.

Page 25, 4th paragraph. I believe the ARPA proposals are due July 23, not July 30.

Page 25, 5th paragraph. It's not my understanding that Department of Commerce administers the Small Business Administration programs. Are you sure about this?

That's all I can think of off the top of my head, Jim. I hope the above comments are useful to you. If you have any questions, or want to discuss these, please give me a call. Thanks for the opportunity to comment.

14. INPUT

SOURCE: Kathleen Gambrell
Y-12 employee

COMMENT/QUESTIONS: See attached July 7, 1993 memo

OAK RIDGE OPERATIONS RESPONSE:

- (1) The internal placement process does not exclude promotions; if the best candidate for a job among affected workers is selected and it represents a promotion, it would be filled accordingly. However, during downsizing those in the same or similar jobs are given first consideration.
- (2) The employees who are given priority for placement because of a "higher risk of actually going off the payroll" are already defined in paragraph 2 as "affected workers."

15. INPUT

SOURCE: Jim Landers
U. S. Department of Energy Defense Programs
Planning and Resource Management,
Department of Energy Headquarters

COMMENT/QUESTIONS: See attached July 29, 1993 facsimile

OAK RIDGE OPERATIONS RESPONSE:

References to the 120-day notice have been removed.

I N T E R O F F I C E M E M O R A N D U M

Date: 07-Jul-1993 03:17pm EDT
From: Kathleen P Gambrell
GAMBRELLKP AT A1 AT OCU1
Dept: 2136
Tel No: 6-0497

TO: PARKEREJ

Subject: Work Force Restructing Plan Comments
File: RETRAINING 016479

Re: Section 3.2 Internal Placement, paragraph 2

The paragraph reads as though all qualified candidates that are affected will be considered for positions before they are posted through the company's internal job bid systems. However, I am on the downsizing list and have been advised that I cannot interview for positions that are a higher level than my present position even though I am qualified. Therefore, it should state that this process excludes promotions. Also, it would be helpful to add a comment that employees in some job categories will be given a higher priority during this time of placement because of a higher risk of actually going off the payroll.

I have found the system very difficult to work with, simply because the rules are not well defined. Hopefully, if these comments are considered, others will not be affected by the miscommunication as I have.

Kathy Gambrell

16. INPUT

SOURCE: Ben Smith
Executive Administrative Assistant
Tennessee State Planning Office

COMMENT/QUESTIONS: See attached June 7, 1993 letter

OAK RIDGE OPERATIONS RESPONSE:

Department of Energy Oak Ridge Operations endorses the concept of assisting displaced workers who want to make career changes to develop small businesses. The Roane-Anderson Economic Council has designed a program in cooperation with the Tennessee Office of the U.S. Small Business Administration that would support such individuals. This effort is being coordinated through the Small Business Administration, Tennessee Valley Authority, Senior Core of Retired Executives, and the Small Business Center at Pellissippi State Technical Community College. A Small Business Work Seminar is being planned for September 13-17, at the Y-12 Plant that would provide courses, publications and individual small business counseling to participants.

**U.S. DEPARTMENT OF ENERGY
DEFENSE PROGRAMS
PLANNING AND RESOURCE MANAGEMENT
DP-50/51, GERMANTOWN
WASHINGTON, D.C. 20585**

Fax No.: (301) 903-6454

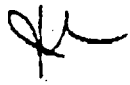
Verification: (301) 903-4016 or 8059

7/29/93

DATE: _____

TO: Truex, OR; Cote, SR; Bishop, RF; Bardsley, ID; Agonia, NV; Ortiz, AL

Name	Location	Telephone No./Fax No.
------	----------	-----------------------

Landers, DP-51		
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FROM: _____

Name	Location	Telephone No./Fax No.
------	----------	-----------------------

COMMENTS:

Bob DeGrasse called...said he had read OR and SR plan..only concern was that plans indicate a requirement for 120 day notice..that is not the case..it was an objective of the legislation and we will try to meet it..but wants to be sure that we do not state it as a requirement of the legislation...also, there is no mention of a 30 day review in the legislation by the Congress..the only firm date given is that the Department is to have a plan to Congress within 90 days of announcing the need for a change..we created the 30 day time period by using the 120 objective before implementation and comparing it to the 90 requirement. Bob feels that the Congress, especially the members who have our sites, has been adequately involved in much of the process to date and he will try to implement immediately if it will save jobs/money etc.. therefore he does not want to be locked in by something the legislation does not say.

cc:

Todd, Edmondson, Kennedy, Gandee, Smith, Nolan
Fallon, Panther-GO, Gartrell- FND, Hill-SF



Received 6-14-93

NED McWHERTER
Governor

TENNESSEE STATE PLANNING OFFICE
307 JOHN SEVIER STATE OFFICE BUILDING
500 CHARLOTTE AVENUE
NASHVILLE, TENNESSEE 37243-0001
(615) 741-1676

JIM HALL
Executive Director

June 7, 1993

Mr. Bill Truex
Manager's Office
Oak Ridge Operations
U.S. Department of Energy
P. O. Box 2001
Oak Ridge, TN 37831

Dear Mr. Truex:

Thank you for providing me with a copy of the draft Workforce Restructuring Plan dated May 28, 1993.

I am impressed with the comprehensiveness of placement and retraining components of your planning. Your plan might be strengthened in another area by providing more assistance to those highly skilled and professionally trained workers who might wish to develop their own small businesses. There are a few references to the Small Business Administration in your plan, but no reference to the other resources that might be brought to bear to help some qualified people make the transition from employee to proprietor.

You may wish to access the Tennessee Small Business Development Center, Memphis State University, Mr. Ken Burns, State Director (901/678-2500) for advice on resources in the Oak Ridge/Knoxville Area which could be brought to bear.

Also, another contact that might be tried is with the East Tennessee Community Design Center in Knoxville. They have specialized in the past in training persons to develop feasible small business plans. Although they have been somewhat non-traditional in approach and have tended to serve areas of extreme rural and urban poverty, in my view, their approach has a much-needed, hands-on, personal mentoring aspect that may be lacking in some institutions. You may wish to contact Hank Garant or Annette Anderson at the East Tennessee Community Design Center (615/525-9945).

In addition, the Tennessee Network for Community Economic Development (TNCED) has underway a project entitled "Women and Self-Sufficiency: A Job Creation Pilot." This office has been seeking funding assistance to advance the project, and it is my understanding that TVA is helping. It appears that they have a well-designed

Mr. Bill Truex
June 7, 1993
Page 2

plan to help women make the transition to business owners. With DOE assistance these TNCED services might be targeted to Y-12 workers who may lose their jobs. The TNCED phone contact is Kathy Hearne in Nashville (615/297-0360) or (615/791-1818).

I hope these ideas are helpful to you as you continue development of this extremely important Work Force Restructuring Plan.

Sincerely,



Ben L. Smith
Executive Administrative
Assistant

BLS/tlw

cc: Don Bagwell, Roane-Anderson Economic Council
Carol White, State Planning Office

17. INPUT

SOURCE: Daniel Axelrod
U. S. Presidential Candidate
Constructive Action Party, Oak Ridge, Tennessee

COMMENT/QUESTIONS: See attached June 21 and 29, 1993 postcards

OAK RIDGE OPERATIONS RESPONSE:

The Oak Ridge Work Force Restructuring Plan is not intended to address future mission alternatives to the K-25 Site; therefore no changes in the Plan were made in relation to these comments.

Suggestions for improving the format of the Plan were considered, and as a result some changes were made that are intended to make it easier to read and understand. In order to minimize the cost of producing the plan document, it was decided to print it in black and white only, and avoid using more expensive full color graphics or printing.

6. In addition, to make report more readable:
 a. page 1-4 11x17" summary—GREEN=GO color
 b. page 11 CONTENTS/111 Appendices facing
 pages, repeat Appendices list
 yellow paper separate body from app
 c. Thumbtab APPENDIX LIST
 d. Y-12 Appendix B after yellow content
 tab, after other
 e. Appendices
 NOT AS LOGICAL
 but easier
 to follow/refer

I acknowledge receipt today by coverletter LaGrone/DMAxelrod, 24 June 93
 I note, per Appendix G: Stakeholder input cutoff date 7 June prior 9 June RA:EC/ChmbCmrcmeeting.
 I reiterate prior letter.. e.g. \$10MM from State of Tenn by \$ 10 x \$1MM (million) allocations.
 I note—neither DOE/RA:EC/ Rogers-Chmbr of Commerce/ or even City Council (cf my testimony 21 June?)
 have bothered to followup my suggestion 1 hour discussion (24 slides) \$2B plan for OAK RIDGE.
 Does Oak Ridge have anything between its ears?

a. The report—editorially—has an excessive number of pages and is not
 easy enough to get into.. for the key people that might be
 intrested in hiring laid-off workers..
 b. cf My comments on the slides 9 June... changes/ additions and 11x17"
 extracts needed.... SLIDES should be put into the report..

page 1-4 of the report should be an executive summary,
 Page 1: report pg 1—paragraph 1
 pg 3—list of 5 and pg 9—list of 7
 (You compare differences. I don't have time)
 pg 23—Budget summary
 page 2: Appendix A: Y-12 list (765)
 page 3: Appendix B: ORNL List (100) summary + Who to write re: RETRAIN
 + Who to write re: RETRAIN
 page 4: Retraining Program schedule, page 5-2..

Mr. Joe LaGrone, Manager
 attn: Bill Truex
 USDOE-OAK RIDGE OPERATIONS OFFICE
 Administration Road
 Oak Ridge Tenn 37830

+ \$1MM: Horizon Valley Planning
 + \$1MM: ORIC planning
 + \$1MM: ORIC HMO
 + \$1MM: Tenn Emergency
DANIEL M. AXELROD
 SR RR P.E. USAPC-CA
 188 HILLSIDE ROAD - APT. C
 OAK RIDGE, TENN. 37830
 CA 17:00 22 June 5753
 RE: Truex /Axelrod (21 June 1993)

P.S. Assume \$10MM of \$40MM plus reinvested
 by State of Tenn into the "Technology
 Corridor": Oak Ridge/KM11.0
 as High Priority—July-June 93/94
 State of TENN investment... of which
 \$1MM: State of Tenn Nat Guard: 278 Tn Nat Guard
 & PNL-1 1976 RNG+comp

1. Thank you for your response. I look forward to your plan.
2. If your plan has no reference to OKTP 1/4 scale (nominal) \$1 Billion,
 nominal—for Y-12, including a priori Y-12 restructuring
 to make site ready... roughly central east end of Y-12...
3. Then your plan is not adequate. cf DMAxelrod, USAPresCand/
 Oak Ridge CITY COUNCIL
 last night; qv TV Tapes
 no "OAK RIDGER" newspaper
 coverage... VITAL error
 for OAK RIDGE & the world.
4. If your plan does not
 mention K-25 RE:UP..
 revise for re-startup...
 I noted during the RA:EC
 meeting... that could require
 1500 workers alone...
5. Then your plan is not adequate.

Mr. William A. Truex, Chief
 Industrial Personnel Branch
 USDOE—OROO
 PO Box 2001
 Oak Ridge TENN 37831

and \$1MM: K-25 Re:Up planning effort..
 for starters...

6. P.S. Also review out of \$150,000 to ORChamber of Commerce/RA:EC
 if \$50,000 can be redeployed as USDOE matching funds.. cf \$50,000 MMS/\$50,000 state of Tenn (\$40MM in blackproj)
 ORCITY for kickoff of \$2BILLION pl
 this fiscal year Q104 Radio: \$50,000

18. INPUT

SOURCE: Daniel Axelrod
U. S. Presidential Candidate
Constructive Action Party, Oak Ridge, Tennessee

COMMENT/QUESTIONS: See attached July 1, 12, 22, 1993 postcards

OAK RIDGE OPERATIONS RESPONSE:

A number of the comments were not directly related to the Work Force Restructuring Plan, and have not been addressed. The August 3, 1993, local community stakeholders meeting was intended to provide an additional opportunity for interested parties to provide suggestions/comments specifically on the Oak Ridge Operations Draft Plan and to see clarification of any portions of the Plan. Interested speakers did not need to schedule their intention to provide comments in advance of the meeting; however, due to time constraints, commenters were requested to be concise and focus their concerns on the Plan itself.

186 HILLSIDE ROAD - APT. C
OAK RIDGE, TENN. 37830

iii

3. Please send me copy of FINAL REPORT,
c/o of My CHIEF OF STAFF(designate)%(
(if be USAPRES DMAXELROD)
FL6d COLONEL BERNSTEIN...
(was USMIL.Academy, 1986era)

to wade thru your poorly prepared report,
(including no 11x17" initial Exec. Summary, and supplementary
11x17" summaries, cf my comments at 9 June RA;EC meeting)

To discover your \$16MM training program...

which I rule of thumb classify as

\$BMM: School work: RSCC/MMES LabshipIII&IV
A&M Admin&Mgmnt
S&S Security & Safety
M&E Medical & Environment

\$8MM: Haddon/OJT: MMES-Y-12 MANUFACTURING SKILLS CAMPUS
CO/M/MM/ Supvs; EI/EIM/Comp/Electrical

5. I presume 8x8, each section = 128 courses; min. of 100 to be given, depending on Student Applications.
6. With rule of thumb: 1 project engineer per \$1MM, I presume 16 USDOE—Operations Office project engrs/oversight for this vital \$16MM prototypical effort.
7. w/ 32 USDOE RIF—course tkakers plus 2Admin/ 1 Mgmt= 35 + 765 + 100 = 900(nominal).

Received
Office Of The Mayor

7/6/93

POBOX 2001

OAK RIDGE TENN 37831

(over)

DANIEL M. AXELROD
SR RR P.E. USAPC-CA

188 HILLSIDE ROAD - APT. C
OAK RIDGE, TENN. 37830

CA 10:01 (12 July) 5753
RE: RA:EC next meeting

plus a priori—see announcement..
DMAX, USAPC-CA and P.E.(ProfEngr)*

1. I acknowledge your 7/7/ 1993 form letter, invite to RA:EC next meeting, 28 July.
2. At this time I do not plan to attend in person...
- 2a. Lenhard's "Dan" familiarity was absolutely inappropriate
- 2b. Lenhard's "We are not here to solve the problem..."
after my suggestion 1500 jobs K-25 Re-up (re-startup preparation, w/ modification for new tech) was absolutely incredible..
- 2c. Lenhard's SNUB not hearing me for 2-4 minutes under new ideas, suggestions for \$2B wfor Oak Ridge... was stupid..
- 2d. Combined with problem because state did not list my K-25 question.. in public hearing... Has USEC (Enrich Corp) sponsored the 1500 jobs? and cf Police officer AMSE: Col Bluford—re: Lloyd's of London
3. Further... Your "Sincerely,..." letter is not addressed to me by title.. (cf 2a above...).. as USA PRESIDENTIAL CANDIDATE
CONSTRUCTIVE ACTION PARTY
4. In view of the very poor quality of your report... I still do not even have a feedback 11x17" summary... much less a fully upgraded report— with 900 jobs at stake... suggests a fundamental GOVT PROBLEM in OAK RIDGE
- layoffs. (2) and
and alternate
to reinvigorat
7. e.g. c.f. US
(8. My numbers ass
- Mr. Joe
US Dep
PO Box
Oak Ri
- 29 USA

5. Review not only 35 DOE-OROO layoffs, replace by ORNL 35 Tech people...
6. Review need for another 100 OROO layoffs. * and alternate FED FUNCTIONS and alternate FED umbrella, eg SsRA.. ORNL to reinvigorate FED presence OakRidge..
7. e.g. c.f. US EC/ DMAX—ORCity Council \$2Bx.
- (8. My numbers assume OROO circa 1000 TO&E)

Mr. Joe La Grone, Manager
US Dept-Energy; OROO-OakRidge
Optns Office

PO Box 2001
Oak Ridge TENN 37831

RE: \$5000 for one hour
(suggested 4 July, Indp.
Day, ORAU Polard Aud)
24 slide + title 3 slide
talk by me USAPC-Care:
e: myself. \$2BX-OR...

19. INPUT

SOURCE: Jimmy Gantz
Tennessee Director and Representative of the Machinists Union
National Stakeholders Meeting - August 3, 1993

COMMENT: The training or retraining program that you have sent out seems to be the answer for the immediate if not the future problems here at Oak Ridge and possibly in the United States. The reductions in personnel in this area are turning out small armies of highly skilled people to the ranks of the unemployed. These individuals are easily retrained to pass their skills on in the form of training to others in order to help the manufacturing and technology base in this area and in fact the southeastern region--in fact the country. Y-12 has an excellent opportunity, I think, to contribute to global competitiveness and to provide jobs not only to Oak Ridge but in fact to the Nation. I would like to impress upon this group, although I think I am preaching to the choir, that when blue collar work moves white collar work moves also. England went from a manufacturing base to a service based economy and I don't have to tell you about the economic mess that they're in. We need and must have blue collar manufacturing capabilities for the people here, in the state, the southeast and the country. This is a bigger issue than just Oak Ridge. To keep up with the global market, unless we want to look at Japan or Germany for work, I think we must have a high skill level of craft skill as a base. I can think of no where else in the country that we have more of that than right here in Oak Ridge Tennessee. I would like to say that we have retrainable people. I think we have already demonstrated that. We have converted several machinists in this area to electricians.

The equipment capability that we have now--I think we have some of the most highly sophisticated equipment that's in the free world right here in Oak Ridge and it can be utilized. Education and retraining would use this equipment and these people. We can't let both of these just sit and rust away. Also you need to keep the people that are staying up-to-date on the latest technology. It seems to me like you have a way to use all the resources you have at your fingertips, and to get some pay back on the investment we the taxpayers have already made. These people are capable of making things that no one else can provide and they can teach others how to do it. Secretary O'Leary said in Thursday's Oak Ridger that she wants to make Tech Transfer easier, and Clinton keeps saying that's the future of America. Isn't your Skills Campus right in line with that?

Letter to: Bulletin Steam Plant Distribution
option.

E. A written statement by USDOE re:ANS

Copy to USDOE
Superior
Wash DC
10/2/93

Daniel M. Axelrod

DANIEL M. AXELROD
SR RR P.E. USAPC-CA

186 HILLSIDE ROAD - APT. C
OAK RIDGE, TENN. 37830

CA 09:00 22 July 5753

RE: 3 Aug 1993 MEETING

USA Presidential Candidate—Constructive Action Party

1. I acknowledge receipt your 19 July 1993 letter, revised date as above to AMSA.
2. I also note.. letter still not addressed to me properly as USAPres Cand-CA Party.
(qv e.g. DMAXELROD/ US Federal Election Commission, 1980, et seq)

I will determine my interest in attending...based on revised input received in writing prior to the meeting...

including:

- a. A SPECIFIC AGENDA and report 11x17"Summary Handout.
- b. Whether I am on the AGENDA—confirm prior to putting me on the agenda... re: LONG TERM.. my suggested added topic to Truex... and if so for how many approx. minutes(cfdMAX/ City Council).
- c. A revision of the report...in far more effective presentation #
- d. Including Manufacturing Skills Complex to MMES/Commerce Park area
- e. A written public announcement of Mercedes status re: OAK RIDGE for release to stakeholders by 2 August

1993 JUL 22

#While the poor quality of the Report prompted far more extensive generic comments than the two prior postcards, I am willing as an Oak RIDGE resident and former USDEC-ORCO employee to provide professional consulting (\$5000...)

on report upgrade... beyond or in lieu of my added comments—if not available thru my staff to your office prior to revised issue of the report..

Mr. Joe La Grone, Mgr
USDept of Energy—Oak Ridge Operations Office
Office Of The Manager
PO Box 2001
Oak Ridge TENN 37831
Disability.

On USSSA—I still do not have accessto a bathtub.
and coordination w/ Nissan/Saturn/?Mercedes?
for release to stakeholders by 2 August



7/23/93

20. INPUT

SOURCE: Carl Scarbrough
International Brotherhood of Electrical Workers
Local/National Stakeholders Meeting, August 3, 1993,
in Oak Ridge, Tennessee

COMMENT: I'd like to make a few electrician points on the Skills Campus part of the Restructuring Plan. We have 44 electricians on layoff. The Skills Campus will save 38 electrician jobs. Whatever we do with the plants we're going to need maintenance people for our high voltage lines, security alarms, computer equipment, and just keeping the lights on.

We can retrain our displaced workers to be trainers and we can train our workers to a higher skill level with these trainers. We can train small industry and large industry for a 150-mile radius of Oak Ridge and upgrade their skill level.

We just finished a 5-year apprentice program and we did this in 3 years for 16 displaced employees. We have experience and accountability and documentation that we can do the training. We feel it is the Department of Energy's duty and obligation to the community. It's also a chance for them to help the community. We're not asking for a handout—we're used to earning our money.

OAK RIDGE OPERATIONS RESPONSE: No action needed

OAK RIDGE OPERATIONS RESPONSE:

For many of the reasons stated by Mr. Gantz, the Oak Ridge Operations Work Force Restructuring Plan focuses on retraining programs, not only to retrain affected workers, but also to maintain a manufacturing/technology base in the area; the proposed Manufacturing Skills Campus is intended to carry out this objective.

21. INPUT

SOURCE: Tom Perry
Industrial Commissioner - Roane County, Tennessee
Local/National Stakeholders Meeting, August 3, 1993,
In Oak Ridge, Tennessee

COMMENT: In Roane County there's a new steel company opening up. The gentleman I talked with said he specifically needs good electricians. Call Tennessee Valley Steel Company and let them know that you have people available. We have a good start here regionally and with your help we can continue to put these people back to work.

OAK RIDGE OPERATIONS RESPONSE:

The Y-12 Placement Center has contacted Tennessee Valley Steel.

22. INPUT

SOURCE: Tom Rogers, President
Roane-Anderson Economic Council

COMMENT: See attached August 6, 1993, letter

OAK RIDGE OPERATIONS RESPONSE:

Oak Ridge Operations recognizes the points made by Roane-Anderson Economic Council as evidenced by the continuing education benefits already included in the Oak Ridge Operations Work Force Restructuring Plan. The proposed Career Retraining Fellowship Program, which would provide expanded educational assistance, is under review. It will be coordinated with Office of Contractor Human Resource Management and other appropriate Headquarters and Oak Ridge Operations offices prior to taking any final approval action, to ensure it is both consistent with similar programs at other sites, basic Human Resources program policies, and is feasible and reasonable from a funding/cost standpoint.



Roane-Anderson
ECONOMIC COUNCIL

August 6, 1993

1400

OAK

RIDGE

TURNPIKE

OAK

RIDGE

TENNESSEE

37850

Mr. Bill Truex
Industrial Relations
U.S. Department of Energy
Oak Ridge, TN

Dear Bill:

PHONE

615

483-1321

FAX

615

483-1678

Roane-Anderson Economic Council (R-AEC) has reviewed the draft Work Force Restructuring Plan for the downsizing of the DOE Y-12 facilities and has the following comments.

Substantial efforts are clearly being made to maximize internal placement and to develop effective internal worker retraining programs to reduce the impacts of downsizing. The R-AEC strongly supports these proposed initiatives. One area of the plan, however, could be significantly strengthened: Continuing Education for those workers who will actually be dislocated.

In the coordination role for regional stakeholder input to the plan, the R-AEC has held meetings and conducted interviews with the with over 60 interested parties. From these meetings and interviews, a consensus has emerged that efforts to assist dislocated workers should be focussed on the creation of, training for and placement in "real jobs" i.e. permanent jobs with an identifiable career path. Given the changing nature of the national employment structure, the slow pace of economic recovery in the private sector, and the dependance of the area economy on defense spending, we recognize that this is not an easy or simple task. These obstacles are further compounded by the dislocated workers' occupational characteristics: high wage, highly specialized jobs.

Considering these barriers to reemployment, we believe the scope of the continuing education component of the proposed plan should be expanded. As currently described, continuing education benefits are limited to a maximum reimbursement for tuition, books, etc. of \$2,500 per dislocated worker per year for an unspecified period of time. No provision is made for subsistence and other sources of funding are to be used first. While this level of support is generous for a regularly employed worker pursuing training on a part-time basis, it is unlikely to meet the basic needs of permanently dislocated, highly specialized workers at mid-career who may be forced to seek a major career transition probably into an entirely new occupational field. Some dislocated workers, while

highly trained, do not have skills directly transferable to the private sector. Furthermore, because of seniority factors, many will fall into the peak family lifecycle stage, usually the most costly period in one's career. Given the relatively high wages these workers currently enjoy and will soon lose, the economic impacts on these individuals and their families will be substantial.

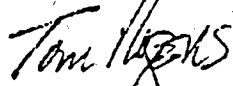
The R-AEC believes that it is in the best economic interest of the region and in the best interest of the affected dislocated workers to make a one-time "human capital" investment to help ensure their potential long-term employability in "real jobs" and for economic recovery. Without a substantial retraining program commitment, many specialized dislocated workers may never reach their full reemployment potential. Therefore, we propose that DOE undertake the funding of an expanded training demonstration program as described in the enclosed Career Retraining Fellowship Program proposal. The fellowship proposal is comprehensive and provides for stipends as well as tuition reimbursements. Costs are estimated that the maximum DOE expenditure per qualifying dislocated worker would be less than approximately \$9,500 per year for a maximum of two years. This level of support will enable workers who otherwise could not afford to pursue additional education or training to upgrade job skills to have a real opportunity for reemployment in a new career area.

We recognize that this proposal goes beyond DOE's current retraining programs and that there are issues of costs and comparability of benefits both within DOE Oak Ridge operations and among DOE facilities nationwide. We recommend that where possible the training reimbursement efforts should focus on using JTPA and EDWAA funding and that training/tuition funds identified in the existing plan be reprogrammed to provide support for the fellowship program. We also believe that, even with the proposed level of support, the number of workers who will elect to participate will be limited because of nonfinancial constraints. It should be noted that, while this program may appear to be expensive by DOE standards, it is not out of line with the costs associated with the Tennessee Valley Authority Employee Transition Program. The TVA program, in comparison, permits dislocated workers to remain on the payroll for a period of six months with full pay and benefits while making a job transition.

Finally, we believe this program can be designed and pursued as a demonstration project (jointly with the Department of Labor) to test the human capital model. The Nation needs retraining models that work. The economy is undergoing an unprecedented restructuring. The Federal government should set the standard for effective retraining programs and for humane treatment of

dislocated workers. We hope that you will consider this proposal both in the interests of the dislocated workers and the long-term economic interests of the Oak Ridge area.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tom Rogers", written over the typed name.

Thomas C. Rogers
President

APPENDIX M

**LETTER DATED JULY 19, 1993, FROM JOHN BOSTIC, STATE OF
TENNESSEE DEPARTMENT OF LABOR TO FORMER EMPLOYEES
OF MARTIN MARIETTA ENERGY SYSTEMS, INC.**



STATE OF TENNESSEE
DEPARTMENT OF LABOR
Employment & Training Division
6th Floor, 301 Union Building
Nashville, Tennessee 37219-5388. (615) 741-1031

MEMORANDUM

TO: Former Employees of Martin Marietta Energy
Systems Inc. (Y-12)

FROM: John Bostic

Date: July 29, 1993

SUBJECT: Benefits for Dislocated Workers

The Economic Dislocation and Worker Adjustment Assistance Act (EDWAAA) was established for workers who have lost their jobs through no fault of their own. The EDWAAA Legislation provides dislocated workers with a variety of services that include re-employment and retraining assistance.

If you are interested in obtaining more information about EDWAAA, please fill out the enclosed questionnaire and place it in the same envelope in which you received it. Please bring this envelope with you to the mass meeting scheduled for August 4, 1993. The time and location of this meeting will be given to you as soon as it is confirmed. The questionnaire information will be held in confidence.

Thank you for returning your questionnaire and we encourage you to attend the mass meeting mentioned above.

JB/jb

Enclosure

cc: SDA 4

APPENDIX N
STAKEHOLDER INPUT

APPENDIX N

Stakeholder Input

The following is a list of comments and questions Oak Ridge Operations received as a result of stakeholder and management review of the May 28, 1993 and June 14, 1993, draft Oak Ridge Operations Work Force Restructuring Plans. Minor editorial changes have been made based on suggestions from reviewers, which have not been listed in this Appendix.

Many of the comments received were oral and are, therefore, summarized in this appendix. We have also included copies of the written responses we received from external community sources as appropriate.

This appendix will identify each reviewer's comments or questions by "Input/Source," followed by the Oak Ridge Operations response to resolution of the issue.

Distribution for attached letter:

Mr. Gordon G. Fee, President
Martin Marietta Energy Systems, Inc.
Post Office Box 2009
Oak Ridge, Tennessee 37831-8001

Dr. Jon M. Veigel, President
Oak Ridge Associated Universities
P. O. Box 117
Oak Ridge, Tennessee 37831-0117

Mr. Frank Larvie
President and General Manager
MK-Ferguson of Oak Ridge Company
Post Office Box 2011
Oak Ridge, Tennessee 37831-2011

Dr. Hermann A. Gruner, Director
Continuous Electron Beam
Accelerator Facility
12000 Jefferson Avenue
Newport News, Virginia 23606



Department of Energy

Oak Ridge Operations
P.O. Box 2001
Oak Ridge, Tennessee 37831—

June 24, 1993

Distribution List Attached

PRIORITY CONSIDERATION OF INVOLUNTARILY SEPARATED PERSONNEL

As a result of the work force restructuring that is now underway across the Department of Energy (DOE), it is necessary to reduce staffing levels at several DOE sites. Despite mitigating efforts and initiatives designed to reduce the need for involuntary separations, forced layoffs will probably become necessary in late FY 1993 and/or in FY 1994 at several locations. These involuntary layoffs will cut across all sectors of the work force.

Good business practices, as well as the objectives set out in Section 3161 of the FY 1993 National Defense Authorization Act, indicate that our contractors should maximize use of this pool of available personnel as a first source of recruitment in seeking job candidates. Therefore, I ask that you give priority consideration in filling job vacancies to these individuals before hiring from outside your organization.

A centralized electronic system listing the available employees as well as their skills, educational levels, and other pertinent data is being developed on an expedited basis by DOE Headquarters. As soon as this system is completed, it will be available for your access. In the interim, your Human Resources Manager should contact directly those contractors at other DOE sites with their pool of available personnel. A current listing of those locations and a contractor point-of-contact will be provided to your Human Resources Manager by separate letter.

Sincerely,


Joe La Grone
Manager

cc:
Robert DeGrasse, S-1

APPENDIX L

**LETTER DATED JUNE 24, 1993, FROM OAK RIDGE OPERATIONS
MANAGER JOE LA GRONE TO LIST OF IDENTIFIED MANAGING
AND OPERATING CONTRACTORS**

BRIDGING AND LAYOFF ALLOWANCES

Bridging

Under the provisions of the pension plan, employees who receive a voluntary or involuntary reduction in force can bridge age and service as follows:

- Employees can bridge to a *full pension benefit* if they are age 60 or over and have at least eight years of service, or if they are 48 or over and their years of service and age total 83 or more.

Normal full retirement benefits are at (1) age 65; (2) age 62 with at least 10 years of service; or (3) when age and service total 85.

- Employees can bridge to pension eligibility with a *reduced pension benefit* if they are between the ages of 48 and 60 with at least eight years of service.

Normal retirement eligibility is at age 50 with 10 years of service.

The employee's pension amount will be based on actual years of service.

Layoff Allowances

Company Service Credit	Allowance
Hourly Employees	
Less than 12 weeks	None
12 weeks and less than 1 year	1/12 of one week's pay for each completed month of company service credit
1 year and less than 3 years	1 week or 40 hours
3 years and less than 5 years	2 weeks or 50 hours pay
5 years and less than 7 years	3 weeks or 120 hours pay
7 years and less than 10 years	4 weeks or 160 hours pay
10 years and less than 11 years	5 weeks or 200 hours pay
11 years or more	Same as for 10 years pay plus 40 hours for each additional year of company service credit over 10 years
Salaried Employees	
Less than 3 months	None
3 months and less than 1 year	1/12 of 1/2 month's pay for each completed month of company service credit
1 year and less than 3 years	1/2 month's pay
3 years and less than 5 years	3/4 month's pay
5 years and less than 7 years	1 month's pay
7 years and less than 10 years	1 1/2 month's pay
10 years and less than 11 years	2 month's pay
11 years or more	Same as for 10 years plus 1/4 month for each additional year of company service credit over 10 years

APPENDIX K

LAYOFF ALLOWANCE AND BRIDGING SCHEDULES

1993 VOLUNTARY REDUCTION IN FORCE REQUEST - HOURLY

TO BE COMPLETED BY THE DIVISION OFFICE:

EMPLOYEE NAME _____
JOB CLASSIFICATION _____
DEPT/PR/BADGE _____ PLANT/INSTALLATION: _____
DATE OF BIRTH _____ COMPANY SERVICE DATE: _____
IF ELIGIBLE FOR RETIREMENT, SPOUSE'S DATE OF BIRTH _____
REQUESTED VRIF EFFECTIVE DATE _____

MARTIN MARIETTA ENERGY SYSTEMS, INC. 1993 VOLUNTARY REDUCTION IN FORCE REQUEST-HOURLY

I hereby request a voluntary reduction in force and understand that should final approval be granted, I will terminate my employment with Martin Marietta Energy System, Inc., no later than September 30, 1993. I further understand that my name will not be placed on the recall list.

Employee Signature

Supervisor

Job Title

Date

Date

APPROVALS:

Division Manager

____ Not scheduled for RIF, but VRIF
will avoid the involuntary reduction
in force of:

Y-12 Human Resources Director

(Direct linkage to employee is required)

K-25 Human Resources Director

____ Not scheduled for RIF (Y-12, Central/
General Staff only), but will avoid the involuntary
reduction of another employee. Position not to be
replaced for at least one (1) year.

ORNL Human Resources Director

Installation or Central/General Staff Mgr.

____ VRIF Denied

1993 VOLUNTARY REDUCTION IN FORCE
REQUEST - SALARIED

TO BE COMPLETED BY THE DIVISION OFFICE:

EMPLOYEE NAME _____
JOB CLASSIFICATION _____
DEPT/PR/BADGE _____ PLANT/INSTALLATION: _____
DATE OF BIRTH _____ COMPANY SERVICE DATE: _____
IF ELIGIBLE FOR RETIREMENT, SPOUSE'S DATE OF BIRTH _____
REQUESTED VRIF EFFECTIVE DATE _____

MARTIN MARIETTA ENERGY SYSTEMS, INC.
1993 VOLUNTARY REDUCTION IN FORCE REQUEST-SALARIED

I hereby request a voluntary reduction in force and understand that should final approval be granted, I will terminate my employment with Martin Marietta Energy System, Inc., no later than September 30, 1993.

Employee Signature

Supervisor

Job Title

Date

Date

APPROVALS:

Division Manager

____ Not scheduled for RIF, but VRIF
will avoid the involuntary reduction
in force of:

Y-12 Human Resources Director

(Direct linkage to employee is required)

K-25 Human Resources Director

____ Not scheduled for RIF (Y-12, Central/
General Staff only), but will avoid the involuntary
reduction of another employee. Position not to be
replaced for at least one (1) year.

ORNL Human Resources Director

____ VRIF Denied

Installation or Central/General Staff Mgr.

MARTIN MARIETTA ENERGY SYSTEMS, INC. EXPANDED 1993 VRIF PLAN

A. POLICY

During the 1993 period specified below, new requests for voluntary reductions in force will be accepted. The key consideration in granting a voluntary reduction in force (VRIF) is the principle that one employee's VRIF will eliminate the need of imposing an involuntary RIF on another employee. All requests will be approved on a case-by-case basis by the appropriate Installation or Central/General Staff Manager.

B. REGULATIONS

1. All salaried and hourly Energy Systems employees located at the Oak Ridge facilities are eligible for VRIF consideration. However, current staffing requirements indicate limited potential for approving VRIFs in job classifications for which outside hiring currently exists.
2. New written requests for VRIFs must be submitted by the employee to his/her supervisor. Requests will be accepted beginning immediately through midnight June 18, 1993. All requests received in May 1993 will be considered. Only those employees who have not applied and wish to be considered need apply.
3. All approved VRIFs will be scheduled to take place not later than September 30, 1993.
4. It is to be understood that once a formal written request for a VRIF is made and approved, the requesting employee will be terminated on VRIF status on the scheduled date.
5. Traceability from an employee granted a VRIF to a Y-12, Central/General Staff, or ORNL employee whose involuntary RIF is avoided remains the key consideration. In establishing this traceability, personnel movements, including up to two promotions, will be considered.
6. There will be no advantage to the timing of submission of requests. In the event there are more requests than can be honored, salaried requests will be judged in accordance with company service and hourly requests will be judged on the basis of seniority standing.
7. There are no age or service requirements to qualify for a VRIF. Employees who are considering requesting a VRIF may schedule an appointment with a representative of their installation Benefit Plans Office where benefits counseling will be provided.
8. Those employees who are eligible for a full or reduced pension may terminate under a VRIF and concurrently go on retirement status. Eligibility for a pension may be established by application of the Pension Plan bridging provision.

C. PROCEDURE

1. Employees at Y-12, in Central/General Staff, or at ORNL who are in declared surplus positions and who will not be replaced
 - a. An employee wishing to request a VRIF will contact his/her supervisor and formalize the request by signing and dating the VRIF form. (Separate forms are to be used for salaried and hourly employees.)
 - b. The supervisor will complete the signed form and submit it to his/her division manager for a recommendation of approval. If approved, the division manager will confirm in writing that the VRIF will result in an attrition with no replacement for at least one year.
 - c. The approved form will then be forwarded to the installation (Y-12 or ORNL) Human Resources Director for consideration. Requests from Central/General Staff employees should be forwarded to D. H. Blanton, Y-12 Human Resources Division Director. Policy questions may be reviewed with the appropriate Installation or Central/General Staff Manager.
 - d. If approved, the employee requesting the VRIF will be notified that his/her request has been approved. The employee will also be informed at this time of the effective date approved for his/her VRIF termination.
 - e. If for any reason the transaction is not approved, the employee requesting the VRIF will be informed as soon as practical that his/her request has been denied.
2. Employees at Y-12, ORNL, K-25, or in Central/General Staff who will be replaced
 - a. An employee wishing to request a VRIF will contact his/her supervisor and formalize the request by signing and dating the VRIF form. (Separate forms are to be used for salaried and hourly employees.)
 - b. The supervisor will complete the signed form and submit it to his/her division manager for a recommendation of approval.
 - c. The approved form will then be forwarded to the appropriate Human Resources Director (D. H. Blanton for Y-12 and any Central/General Staff organization. J. K. Bryson for ORNL and T. L. Pierce for K-25) until a determination on a suitable replacement can be made.
 - d. Human Resources will interact with all appropriate organizations in an attempt to select a replacement for the employee requesting the VRIF which will avoid an involuntary RIF. Traceability between the employee requesting the VRIF and a surplus Y-12, Central/General Staff, or ORNL employee is required for approval. Personnel movements, including up to two promotions, will be considered in establishing this traceability.

- e. If a satisfactory replacement is found, the request will be approved by the Human Resources Director(s) and forwarded to the appropriate Installation or Central/General Staff Manager for his/her approval.
- f. If approved, the employee requesting the VRIF will be notified that his/her request has been approved. The employee will also be informed at this time of the effective date approved for his/her VRIF termination.
- g. If for any reason the transaction is not approved or a satisfactory replacement cannot be found, the employee requesting the VRIF will be informed that his/her request has been denied.

6/1/93

Internal Correspondence

June 3, 1993

TO: Oak Ridge Martin Marietta Energy Systems, Inc., Employees

SUBJECT: Expanded Voluntary Reduction in Force Program

Due to cancellation or loss of funding for specific programs, it is necessary to reduce the level of employment at ORNL by approximately 100 positions by September 30, 1993.

Effective immediately, an expanded Oak Ridge-wide Voluntary Reduction in Force (VRIF) Program will be in effect. *As in prior VRIF programs, the key element in granting a VRIF is the principle that the VRIF eliminates the need to impose an involuntary reduction on another employee.* Specifically, there are two types of voluntary reductions included in this expanded program. The first involves an employee in an announced surplus position applying for and being granted a VRIF. Under this case, the position may not be replaced for a minimum of one year. This type of VRIF is available exclusively to employees at Y-12, in the Central/General Staff, and at ORNL. The second type of VRIF involves an employee in any job classification or job family at any of the Oak Ridge sites who applies for a VRIF and whose departure directly saves the job of another employee who would otherwise be laid off. The window for accepting new VRIF requests opens immediately and closes at midnight June 18, 1993. VRIF terminations will be completed by September 30, 1993.

All requests received for the Y-12 VRIF Program also will be considered for the expanded program. Employees who submitted a VRIF request in May 1993 do not need to reapply. Only those employees who have not submitted a VRIF request and wish to be considered as part of the expanded program need to apply.

Each written request for a VRIF will be considered on a case-by-case basis. All VRIF requests are to be submitted to supervision, who will then forward the request through their division office to the appropriate site Human Resources Director. If necessary, priority will be given to requests in order of company service credit for salaried employees and in order of seniority for bargaining unit employees (provided all VRIF eligibility requirements are met). In the event that too few VRIFs are forthcoming to account for the necessary employment reductions, involuntary reductions in force will ultimately be necessary. All reductions in force must be accomplished no later than the end of the fiscal year (September 30, 1993).

Primary staffing contacts at the respective sites are H. E. Moorman, Y-12, 4-1553; Peggy Lyons, K-25, 4-8601; and Judy Trimble, ORNL, 4-4429. Details regarding the specifics of the VRIF Program can be obtained in your respective division offices.

Mack Wilson
R. Mack Wilson, 9704-2, MS 8007, Y-12 (4-1612)

RAW:JLT:nj

8. Those employees who are eligible for a full or reduced pension may terminate under a voluntary reduction in force and concurrently go on retirement status. Eligibility for a pension may be established by application of the Pension Plan bridging provision.

C. PROCEDURE

1. Employees at Y-12 or in Central/General Staff who are in Declared Surplus Positions and who will not be Replaced
 - a. An employee wishing to request a voluntary reduction in force will contact his/her supervisor and formalize the request by signing and dating the voluntary reduction in force form. (Separate forms are to be used for salaried and hourly employees.)
 - b. The supervisor will complete the signed form and submit it to his/her division manager for a recommendation of approval. If approved, the division manager will confirm in writing that the VRIF will result in an attrition with no replacement for at least one year.
 - c. The approved form will then be forwarded to the Y-12 Human Resources Director for consideration. Policy questions may be reviewed with the appropriate Installation or Central/General Staff Manager.
 - d. If approved, the employee requesting the voluntary reduction in force will be notified that his/her request has been approved. The employee will also be informed at this time of the effective date approved for his/her voluntary reduction in force termination.
 - e. If for any reason the transaction is not approved, the employee requesting the voluntary reduction in force will be informed as soon as practical that his/her request has been denied.
2. Employees at Y-12, ORNL, K-25 or in Central/General Staff who will be Replaced
 - a. An employee wishing to request a voluntary reduction in force will contact his/her supervisor and formalize the request by signing and dating the voluntary reduction in force form. (Separate forms are to be used for salaried and hourly employees.)
 - b. The supervisor will complete the signed form and submit it to his/her division manager for a recommendation of approval.

MARTIN MARIETTA ENERGY SYSTEMS, INC. 1993 VOLUNTARY REDUCTION IN FORCE PLAN

A. POLICY

During the 1993 period specified below, requests for voluntary reductions in force will be considered. The key consideration in granting a voluntary reduction in force is the principle that one employee's voluntary reduction in force will eliminate the need of imposing an involuntary reduction in force on another employee. All requests will be approved on a case-by-case basis by the appropriate Installation or Central/General Staff Manager.

B. REGULATIONS

1. All salaried and hourly employees located at the Oak Ridge Energy Systems installations are eligible for VRIF consideration. However, current staffing requirements indicate limited potential for approving VRIFs in job classifications for which outside hiring currently exists.
2. Written requests for voluntary reductions in force must be submitted by the employee to his/her supervisor. Requests will be accepted beginning May 3, 1993, through midnight May 14, 1993.
3. All approved voluntary reductions in force will be scheduled to take place not later than September 30, 1993.
4. It is to be understood that once a formal written request for a voluntary reduction in force is made and approved, the requesting employee will be terminated on voluntary reduction in force status on the scheduled date.
5. Traceability from an employee granted a VRIF to a Y-12 or Central/General Staff employee whose involuntary RIF is avoided remains the key consideration. In establishing this traceability, personnel movements, including up to two promotions, will be considered.
6. There will be no advantage to the timing of submission of requests. In the event there are more requests than can be honored, salaried requests will be judged in accordance with company service and hourly requests will be judged on the basis of seniority standing.
7. There are no age or service requirements to qualify for a voluntary reduction in force. Employees who are considering requesting a VRIF may schedule an appointment with a representative of their installation Benefit Plans Office where benefits counseling will be provided.

- c. The approved form will then be forwarded to the appropriate Human Resources Director (D. H. Blanton for Y-12 and any Central/General Staff organization, J. K. Bryson for ORNL, and T. L. Pierce for K-25) until a determination on a suitable replacement can be made .
- d. Human Resources will interact with all appropriate organizations in an attempt to select a replacement for the employee requesting the voluntary reduction in force which will avoid an involuntary reduction in force. Traceability between the employee requesting the voluntary reduction in force and a surplus Y-12 or Central/General Staff employee is required for approval. Personnel movements, including up to two promotions, will be considered in establishing this traceability.
- e. If a satisfactory replacement is found, the request will be approved by the Human Resources Director(s) and forwarded to the appropriate Installation or Central/General Staff Manager for his/her approval.
- f. If approved, the employee requesting the voluntary reduction in force will be notified that his/her request has been approved. The employee will also be informed at this time of the effective date approved for his/her voluntary reduction in force termination.
- g. If for any reason the transaction is not approved or a satisfactory replacement cannot be found, the employee requesting the voluntary reduction in force will be informed that his/her request has been denied.

APPENDIX J

VOLUNTARY REDUCTION IN FORCE PROGRAMS

Internal Correspondence

MARTIN MARIETTA ENERGY SYSTEMS, INC.

April 30, 1993

TO: All Oak Ridge Martin Marietta Energy Systems, Inc., Employees

SUBJECT: Voluntary Reduction In Force Program

Due to budget reductions in the nation's defense program and changing missions at the Oak Ridge Y-12 Plant, it is necessary to reduce the level of employment at Y-12 and in the Central and General Staff which support it. Approximately 765 jobs will need to be reduced by September 30, 1993.

Beginning May 3, 1993, an Oak Ridge-wide Voluntary Reduction in Force (VRIF) Program will be in effect. As in prior VRIF programs, the key element in granting a VRIF is the principle that the VRIF eliminates the need to impose an involuntary reduction on another employee. Specifically, there are two types of voluntary reductions included in this program. The first involves an employee in an announced surplus position applying for and being granted a VRIF. Under this case, the position may not be replaced for a minimum of one year. This type of VRIF is available exclusively to employees at Y-12 and the Central and General Staff. The second type of VRIF involves an employee in any job classification or job family at any of the Oak Ridge sites who applies for a VRIF and whose departure directly saves the job of another employee who would otherwise be laid off. The window for accepting VRIF requests opens on May 3 and closes at midnight May 14, 1993. Voluntary reduction in force terminations will begin effective May 30 and will be completed by September 30, 1993.

Each written request for a VRIF will be considered on a case-by-case basis. All VRIF requests are to be submitted to supervision who will forward the request through their division office to the appropriate site Human Resources Director. If necessary, priority will be given to requests in order of company service credit for salaried employees and in order of seniority for bargaining unit employees, provided all VRIF eligibility requirements are met. In the event that not enough VRIFs are forthcoming to account for the necessary employment reductions, involuntary reductions in force will ultimately be necessary. All reductions in force must be accomplished no later than the end of the fiscal year, September 30, 1993.

Primary staffing contacts at the respective sites are H. E. Moorman, Y-12, 4-1553; Peggy Lyons, K-25, 4-3601; and Judy Trimble, ORNL, 4-4429. Details regarding the specifics of the VRIF Program can be obtained in your respective division office.

Mack Wilson

R. Mack Wilson, 9704-2, MS 8007, Y-12 (4-1612)

RMW:DHB:eh

Mr. Robert E. Wages
President
Oil, Chemical & Atomic Workers
International Union
American Federation of Labor--Congress
of Industrial Organizations
P.O. Box 281200
Lakewood, CO 80228-8200

Mr. Eugene P. McConville
President
International Union, United Plant
Guard Workers of America
25510 Kelly Road
Roseville, Michigan 48066

Mr. Dave Shelton
President
International Guard Union of America
Route 1, Box 3214
Amarillo, Texas 79118

Additional Distribution to Local Stakeholders (refer to Appendix C)

APPENDIX H

SALARIED REDUCTION IN FORCE SELECTION PROCESS

SALARIED REDUCTION IN FORCE SELECTION PROCESS

The following methodology would be applied in developing the list of exempt and nonexempt salaried employees to be candidates for involuntary Reduction in Force (RIF).

1. Funding Authorization Approval and Mission Scope
 - a. Following approval of the FY 1994 budget submission, an assessment will be made of the work to be performed, based on mission scope and direction.
 - b. Business Management will determine the FTE head count that can be supported by the budget. From this, the number of excess FTEs for the site are determined.
 - c. Site Management will apportion surplus FTE head count across the organizations, based on mission objectives.
2. Organization Managers determine positions subject to RIF, based on an assessment of the skills/manpower requirements necessary to accomplish organizational objectives in support of the site mission.
 - a. Identify where surplus exists.
 - b. Identify surplus positions.
 - c. Identify, with Staffing, openings for potential placement.
3. An initial low-to-high ranking of employees shall be developed for each impacted job position. The ranking is for the purpose of assessing an employee's relative value to the organization based on work to be performed.

The following guidelines should be used in determining relative value:

- a. Possession of critical skills (uniqueness or importance of specialty to the organization/component/installation).
 - b. Performance reviews over the past 3 years, including overall accomplishments in meeting program objectives, and demonstrated ability.
 - c. Relevant education/training.
 - d. Transferability of job skills.
 - e. Length of service with the Company.
 - f. Time in position.
4. "Layoff Comparison" forms (sample attached) are completed by organization manager for each employee being considered for RIF within each organization. Forms compare employee to be RIFed with peers (list peers in order low - high) to be retained.
 5. Organizations that have employees in the same or similar impacted job positions are identified.
 6. Joint meetings are held between those site or functional organizations having employees with the same or similar jobs to validate RIF candidates across organizations. Apply RIF Selection Guidelines in making these comparisons.
 7. Joint Layoff Comparison Forms are prepared for the site.

8. Detailed justification is required for any protected category identified for layoff. Adverse Impact Analyses will be conducted.
9. Organization Managers submit layoff list and Layoff Comparison Forms to RIF Evaluation Board 10 days in advance of scheduled Board meeting.

Evaluation Board composed of the following:

- Human Resources Director - Chair
 - MMES AA/EEO Director or Site AA/EEO Program Manager
 - Central Employment Manager or Site Staffing Manager
 - MMES Labor Relations Director or Site Labor Relations Manager
 - Line Manager, not in organization being reviewed
 - Central Compensation Manager or Site Compensation Manager (for exempt and nonexempt)
10. Responsible organization manager will present rationale/justification for RIF decisions to Board.
 11. The purpose of the RIF Board is to ensure fairness, equity, and defensibility of RIF decisions.
 12. Employees will not be notified until final Board approval is given.
 13. Organization Managers may appeal Board decisions to the Vice President, Human Resources, and Organization Vice President within 5 days.
 14. Layoff list is prepared.
 15. Review layoff decisions to determine if they have resulted in any adverse impact.

Attachment: Sample Layoff Comparison Form

SALARIED LAYOFF COMPARISON FORM

Date _____

Site _____

Organizational/Department _____

[illegible]

APPROVALS

Describe job duties of layoff candidate: _____

(Organization Manager/) etc

Reasons why this person is layoff candidate. (For employees in protected classes (age/sex/race), attached detailed justification as to why they were selected):

R11: Evaluation Board (Chair/Date)

Scheduled Layoff Date: _____

APPENDIX I

**LETTER DATED MAY 13, 1993, FROM ENERGY SYSTEMS
PRESIDENT GORDON G. FEE, "OVERVIEW OF
REALIGNMENT/DOWNSIZING ACTIVITIES"**

MARTIN MARIETTA ENERGY SYSTEMS, INC.POST OFFICE BOX 2008
OAK RIDGE, TENNESSEE 37831

May 13, 1993

Mr. Joe La Grone, Manager
Department of Energy
Oak Ridge Operations Office
Post Office Box 2001
Oak Ridge, Tennessee 37831-8501

Dear Mr. La Grone:

Overview of Realignment/Downsizing Activities

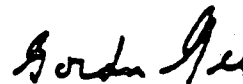
As you are aware, Energy Systems is in the process of decreasing the number of personnel who have historically been engaged in programs funded by DOE's defense programs. In addition, we have recommended to you and your staff several realignments of the Energy Systems organizational structure.

With respect to both of these activities, we agree with you that special steps must be taken to ensure that minorities, women, and individuals with handicaps are treated fairly and are not adversely affected.

Therefore, we have asked Jim Barnes, EEO/AA Director, to monitor and review these activities while they are in progress. At Y-12, the site EEO/AA manager has been and is intimately involved in reviewing the layoff and placement plans. For the proposed organizational realignments, if approved, we will assign a specific EEO/AA manager to participate with the team leaders in the implementation phase. We will expect these individuals to bring any problems to management's attention immediately so corrections can be made during the process.

In addition, Vice President R. Mack Wilson of the Human Resources Division will personally review the activities with his site HRD directors as the realignments and layoffs proceed. Mack Wilson will keep Dan Wilken informed of our efforts in this area and is prepared to provide any additional information you may need.

Sincerely,



Gordon G. Fee

GGF:lc

c: J. M. Barnes
D. J. Bostock
J. R. Merriman
F. R. Mynatt
R. M. Wilson
A. W. Trivelpiece